

**DISTRICT OF KITIMAT**

**RECREATION MASTER PLAN**

**2002 - 2022**



Maps 1 and 2 are posted on this website  
Appendices A, B, C and D are available upon request  
Appendix E is posted on this website

Prepared by:



randall conrad & assoc. ltd.

In association with:

Camred Architecture

Max Projects

## Letter of Transmittal

April 18, 2002

District of Kitimat  
270 City Centre  
Kitimat, BC, V8C 2H7

Attention: Mayor and Members of Council

### **RE: DISTRICT OF KITIMAT RECREATION MASTER PLAN**

It is our pleasure to present the final draft of the Kitimat Recreation Master Plan 2002 – 2022.

We believe that the research provided is sound, the process involved the entire community and the recommendations provided truly reflect the wishes and desires of the Kitimat Public.

It has been a pleasure working with the community in preparing this Master Plan. We are confident that, if followed, this work will guide the Recreation Department and all community stakeholders to work together in sustaining and building upon the high quality of recreation that is already apparent in the community.

Sincerely,

A handwritten signature in cursive script that reads "R. Conrad". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".

R. Conrad

Randall Conrad & Associates Ltd.  
in association with  
Camred Architecture (Ed Sherry)  
Max Projects (Ron Borowski)

## **Acknowledgements and Credits**

This Recreation Master Plan could not have been prepared without the involvement, cooperation and hard work of many individuals.

Acknowledgement, credit and sincere appreciation goes to:

- ◆ The many Kitimat citizens who answered questionnaires and attended workshops
- ◆ The many groups and organizations in the community who gave of their time to attend meetings and provide valuable information and comment
- ◆ The District of Kitimat Council and Recreation Advisory Commission members who provided valuable information and have the insight to undertake responsible planning for the Community.
- ◆ The media who provided excellent public communications
- ◆ The District of Kitimat Senior Administration and staff for their great support and efforts in assisting the consulting team in making staff available, providing records, guidance in the process and arranging meetings.

Last but not least:

- ◆ Mr. Joe Iannerelli and the helpful staff of the Recreation Department who supported the planning process and, in the eyes of the consultants, are amongst the greatest ambassadors that the Region offers.

The Study Team:

|              |                                  |
|--------------|----------------------------------|
| Randy Conrad | Randall Conrad & Associates Ltd. |
| Ed Sherry    | Camred Architecture              |
| Ron Borowski | Max Projects                     |

## EXECUTIVE SUMMARY

Introducing . . .



### ***THE DISTRICT OF KITIMAT PARKS & RECREATION MASTER PLAN 2002 - 2022***

#### **What it is:**

The 2002 Parks & Recreation Master Plan is a strategic document that guides the delivery and development of recreation services, parks, facilities and open space within the District over the next twenty years.

As a guiding document, its intent is not to prescribe detailed development, but to ensure that sufficient delivery and development for recreation services occurs in line with the physical, financial and human resources of the District. The Plan represents one of a series of complimentary long-range community plans that focus on specific areas of municipal planning and operations. These documents, which are continually updated, work in unison to guide the District's:

- ♦ Infrastructure Development
- ♦ Economic Development
- ♦ Organizational Development; and,
- ♦ Fiscal Management

The Leisure Services Master Plan is an “offspring” of the Official Community Plan (OCP) and, as such, its foundations are based upon the visions and goals contained within the OCP as well as new beliefs that have come forth during the formulation of the Plan.

#### **How the plan influences us . . .**

Each city department sets out business plans to identify what the department will do and how it will be done to fulfill the overall community vision and purpose. From this, employees who are responsible for mandates like: neighborhood area structure planning; transportation planning; public utilities; and recreation services will refer to the Parks & Recreation Master Plan to insure that quality recreation and leisure services are being properly considered within the context of their own plans.



This form of “joint planning” also extends to other city agencies and user groups like school boards, library boards, parent teacher associations, minor sports, outdoor, youth seniors and other leisure support groups.

As we plan for the future of our community, we will do so with the realization that:

1. The District is responsible to set the stage for and assist in providing sufficient resources to accommodate the many parks, facility and program demands of residents.
2. Special needs or the expanded quality sought by organized user groups, partner agencies, school board and other associations often go beyond the resource capability of District resources and will require a joint effort in planning, funding and, in some cases, operations.

In this regard, improved quality and unique special use developments will occur through partnerships.

**PLANNING TOGETHER WILL ENSURE THAT  
INDIVIDUAL GOALS CAN BE MET WITHIN  
THE CONTEXT OF BROADER DISTRICT WIDE  
GOALS.**



## **What the Public has said about . . .**

### ***Recreation Programs:***

Tremendous variety and excellent quality in delivery. Kitimat has more than most communities.

### ***Outdoor Parks & Recreation Facilities:***

Needs expressed were modest with less than 25% of households expressing needs for any one type of development.

**Top ten Outdoor Development / Improvement Priorities are:**

- ◆ Walkways and trails 25%
- ◆ Parks in general with an emphasis on drainage and beautification 19%
- ◆ Skateboard Park 13%
- ◆ Camping 12%
- ◆ Baseball Diamonds 6%
- ◆ Soccer Pitches 5%
- ◆ Cross Country Skiing 5%
- ◆ Tennis 4%
- ◆ Outdoor Water Park 3%
- ◆ Hirsch Creek Park 3%

**Key Commentaries:**

- ◆ More garbage receptacles required
- ◆ Public washroom facilities needed at sports fields
- ◆ Better walkway / trail connectors
- ◆ Improve campgrounds
- ◆ Adventure park upgrading program is excellent
- ◆ Safe bicycling on roadways needs to be looked at
- ◆ Continue to upgrade drainage and condition of sports fields

***Indoor Recreation***

***Facilities:***

Kitimat does not need more facilities only modernization of existing and improved use.

**Top ten Indoor Development / Improvement Priorities are:**

- ◆ Pool 24%
- ◆ Gym / fitness 11%
- ◆ Seniors Centre / spaces 10%
- ◆ Museum / Art Gallery 7%
- ◆ Ice Arenas 5%
- ◆ Teen Centre 5%
- ◆ Riverlodge 4%
- ◆ Indoor Playground 4%
- ◆ Performing Arts 4%
- ◆ Library 3%

### **Key Commentaries:**

- ◆ Pool upgrades a must
- ◆ Improvements to referee room in old arena
- ◆ Modernize and retrofit to meet today's needs
- ◆ Consider senior, family and special needs in all changes planned for facilities
- ◆ We can't risk building new facilities without population increase

### ***The Cost of Recreation:***

- ◆ Households and user groups said that we must maintain user fees at affordable rates – there are still many who can't afford increases.
- ◆ 66% of households are willing to pay tax increases for needed improvements.

|                                |     |
|--------------------------------|-----|
| No tax increase                | 33% |
| \$25 / household / year        | 26% |
| \$50 / household / year        | 20% |
| \$75 / household / year        | 4%  |
| \$100 / household / year       | 9%  |
| Up to \$150 / household / year | 8%  |

### **Factors that will influence recreation service delivery:**

#### **Less Population will mean:**

- ◆ Fewer volunteers to continue the “good work: and to maintain the facilities of groups and organizations, thus more reliance on those who volunteer
- ◆ Fewer participants in recreation activities
- ◆ Fewer qualified instructors to provide the variety that we now enjoy
- ◆ Smaller assessment base that will lead to less tax dollars to support recreation
- ◆ Greater competition for available dollars to support wanted projects
- ◆ Less revenue in public facilities, thus greater cost to sustain service levels and perhaps a reduction in services.

### **An Aging Population will mean:**

- ◆ Shift in service delivery from:
  - Competitive team sports to more recreation oriented team activities (e.g. mixed teams, “no hit” rules)
  - less organized activity to spontaneous opportunities
  - from active to passive
  - from sports oriented to culture oriented
  - more adult oriented service delivery especially during the day time
  - greater need for lifestyle fitness oriented activity

### **Less Reliance on Industry will mean:**

- ◆ Greater thought put into efficiency and effectiveness in recreation service delivery by the District and by groups and organizations
- ◆ The need to work together and form greater partnership / alliances to optimize use of facilities, human resources and use of dollars.
- ◆ The need to provide greater efforts towards economic diversification and bolstering of resources that attract dollars into the community. For the recreation delivery system, this means sustaining and improving those resources that support tourism, public leisure facilities, trails and walking paths, campgrounds, river access, adventure recreation fishing and guiding and overall parks & open space beautification.

### **Leisure Participation Trends show:**

- ◆ Greater demand for safe walkways, trails and bicycle paths
- ◆ Greater demand for lifestyle fitness training and aerobic exercise
- ◆ Continued demand for leisure aquatics, soccer, ice sports
- ◆ Continued demand for water based camping
- ◆ Greater use of the out-of-doors and increases in adventure recreation in the form of hiking, backpacking, cross country skiing, eco-tourism and motorized trail use.
- ◆ Demands for spaces and places for youth who are not engaged in minor sports. For example: skateboard parks, water parks, sledding hills,
- ◆ Hard surface court areas

## **Key Recommendations:**

### **General Service Delivery:**

1. ***THAT THE RECREATION DEPARTMENT PLACE INCREASED EMPHASIS ON THE PROMOTION OF PARTNERSHIPS.***
2. ***THAT THEY PREPARE TO INCREASE FACILITATION SERVICES IN THE AREA OF:***
  - Program planning for community groups
  - Volunteer training and recruitment
  - Communications and advertising
3. ***THAT THEY PROVIDE GREATER OPPORTUNITY FOR FACILITATED AND INFORMATIVE VOLUNTEER GROUP FORUMS.***
4. ***THAT THE DISTRICT FULLY EXPLORE THE CONTRACTING OUT OF OPERATIONS FOR PUBLIC CAMPGROUNDS AND GRASS CUTTING.***
5. ***THAT THE RECREATION DEPARTMENT CONTINUE TO CONSULT WITH THE PUBLIC IN UPGRADING ADVENTURE PLAYGROUNDS AND NEIGHBORHOOD PARKS AND THAT THIS CONSULTATIVE APPROACH BE EXPANDED TO INCLUDE PLANNING FOR PUBLIC WALKWAY & TRAIL UPGRADES, RIVERLODGE PARK UPGRADES, DOWNTOWN LANDSCAPING PLAN AND ALL FUTURE COMMUNITY WIDE UPGRADE PLANS.***

### **Indoor Facilities:**

1. ***THAT THE TAMITIK JUBILEE SPORTS COMPLEX UNDERGO DESIGN AND FACILITY UPGRADES AND RETRO-FITS TO ENHANCE PUBLIC OPPORTUNITIES FOR:***
  - Leisure Aquatics
  - Improved Dressing Rooms
  - Improved Lighting
  - Seniors Social Spaces
2. ***THAT RIVERLODGE UNDERGO DESIGN AND FACILITY UPGRADES FOR:***
  - Improved family fitness opportunities (cardio and weight training)
  - Seniors Administrative and Program Spaces
  - Public Courtyard Program, Banquet and Social Area
  - Brighter wall surfaces in gymnasium

## **Outdoor Resources:**

1. ***THAT THE DISTRICT FACILITATE PARTNERSHIPS WITH THE GOLF AND WINTER CLUB TO MAINTAIN LOCALIZED CROSS COUNTRY SKIING AT HIRSCH CREEK GOLF COURSE***
2. ***THAT NECHAKO TENNIS COURT BE RETROFITTED AS A MULTI-USE HARD COURT AREA FOR SPONTANEOUS COURT ACTIVITIES (BALL HOCKEY, BASKETBALL) AND OPPORTUNITIES FOR TEMPORARY SKATE BOARDING.***
3. ***THAT THE RIVERLODGE PARK SITE BE UPGRADED AS A CITY WIDE PARK RESOURCE INCLUDING, but not limited to:***
  - Improvements to tennis facility
  - Skateboard Park
  - Horseshoe pitches / lawn bowling green
  - Rain shelter
  - Sand lot volleyball
  - Improved landscape buffering
4. ***THAT RADLEY PARK EAST LANDS BE VIEWED AS AN INTEGRAL PLANNING UNIT WITH RIVERLODGE AND THAT PASSIVE OUTDOOR TRAILS AND IMPROVED PEDESTRIAN ACCESS TO THE RIVER BE DEVELOPED.***
5. ***THAT THE DISTRICT UNDERTAKE GENERAL UPGRADING OF DAY USE AND CAMP SITES AT RADLEY PARK AND HIRSCH CREEK PARKS. FURTHER THAT RADLEY PARK BE MAINTAINED AS A PRIME TOURISM RESOURCE AND THAT HIRSCH CREEK BE MAINTAINED AS A MORE NATURAL RESOURCE WITH BASE LEVEL AMENITY DEVELOPMENT.***
6. ***THAT THE DISTRICT VIEW LOT 95 AS A FUTURE OUTDOOR EDUCATION / INTERPRETIVE PARK RESOURCE AND MAKE EFFORTS TO ACQUIRE AND PROTECT LANDS THAT PROVIDE SUITABLE PUBLIC ACCESS TO THIS SITE (E.G. Daudette Creek Corridor).***
7. ***THAT THE DISTRICT PREPARE DETAILED PLANS AND BUDGET FOR MAJOR WALKWAY / TRAIL UPGRADES AND NEW LINKAGES WITH PARTICULAR EMPHASIS ON:***
  - Extension of canal walking trail to the flood dyke
  - Safe bicycling corridors
  - Riverlodge, Hirsch Creek Park, Kitimatt Village connections
8. ***THAT THE DOWNTOWN LANDSCAPE MASTER PLAN BE ACTUALIZED.***

## Table of Contents

|       |   |    |
|-------|---|----|
| 1.0   | OVERVIEW .....  | 1  |
| 1.1   | Plan Purpose.....                                     | 1  |
| 1.2   | Plan Objectives: .....                                | 2  |
| 1.3   | Plan Scope.....                                       | 3  |
| 2.0   | EXISTING DEPARTMENT RESOURCES .....                   | 5  |
| 2.1   | Community Context.....                                | 5  |
| 2.1.1 | Public Recreation Parks and Facilities.....           | 5  |
| 2.1.2 | Public Recreation / Leisure Time Programs .....       | 7  |
| 2.2   | Delivery System.....                                  | 12 |
| 2.3   | Reporting Chain .....                                 | 12 |
| 3.0   | PUBLIC AND USER GROUP DEMAND .....                    | 15 |
| 3.1   | Research Methodology .....                            | 15 |
| 3.1.1 | Public Surveys .....                                  | 15 |
| 3.1.2 | Household Survey.....                                 | 15 |
| 3.2   | Survey Results .....                                  | 16 |
| 3.2.1 | Household Surveys .....                               | 16 |
| 3.2.2 | User Groups Surveys .....                             | 26 |
| 4.0   | INTERVIEW RESULTS .....                               | 27 |
| 5.0   | FINANCING RECREATION SERVICES .....                   | 36 |
| 5.1   | Propensity of the Public to Pay More .....            | 37 |
| 5.2   | Recreation Expenditure Balance.....                   | 37 |
| 5.3   | Financial Review Conclusions.....                     | 40 |
| 6.0   | FOCUS GROUP MEETINGS.....                             | 43 |
| 6.1   | Outdoor Sports & Recreation Focus Group Meeting ..... | 43 |
| 6.2   | Indoor Sports & Recreation Focus Group Meeting .....  | 44 |
| 6.3   | Seniors Focus Group Meeting .....                     | 47 |
| 6.4   | Arts & Culture Focus Group Meeting .....              | 48 |
| 7.0   | TRENDS IN LEISURE PARTICIPATION .....                 | 49 |
| 8.0   | FACTORS AFFECTING RECREATION DELIVERY .....           | 58 |
| 8.1   | Environmental Impacts .....                           | 58 |
| 8.2   | Impacts of Demographics .....                         | 60 |
| 8.2.1 | Market Size and Changes in Age Group Sectors.....     | 60 |
| 8.2.2 | Changes in Socio-Economics .....                      | 62 |
| 9.0   | STRATEGIC DIRECTION FOR SERVICE DELIVERY.....         | 64 |

|       |   |    |
|-------|---|----|
| 10.0  | SITE SPECIFIC / ISSUE SPECIFIC ANALYSIS & RECOMMENDATIONS .....   | 66 |
| 10.1  | Hirsch Creek Golf and Winter Club Cross Country Ski Program ..... | 66 |
| 10.2  | Tennis Court Provision .....                                      | 67 |
| 10.3  | Tamatik Jubilee Sports Complex .....                              | 67 |
| 10.4  | Riverlodge Recreation Centre .....                                | 68 |
| 10.5  | Hirsch Creek Park / Campgrounds .....                             | 71 |
| 10.6  | Radley Park Campground .....                                      | 72 |
| 10.7  | Strawberry Meadows / Daudette Creek .....                         | 73 |
| 10.8  | Drainage Channel .....  | 73 |
| 10.9  | Trail Maintenance and Development .....                           | 74 |
| 10.10 | General Issues and Commentaries .....                             | 75 |
| 11.0  | PARKS AND OPEN SPACE RESOURCE ANALYSIS AND STRATEGY .....         | 78 |
| 11.1  | Open Space Standards .....  | 79 |
| 11.2  | Sports Fields .....   | 80 |
| 11.3  | Open Space System Requirements .....                              | 80 |
| 11.4  | Partnerships .....  | 83 |
| 11.5  | Public Consultation .....   | 84 |
| 11.6  | Outdoor Hard Surface Play Areas .....                             | 85 |
| 11.7  | Skate Park .....  | 86 |
| 11.8  | Off Leash Areas .....   | 86 |
| 11.9  | Planning for Open Space .....                                     | 87 |
| 11.10 | RESERVE DEDICATION .....  | 88 |
| 12.0  | SUMMARY STATEMENTS .....  | 91 |
| 12.1  | Indoor Facility direction .....                                   | 91 |
| 12.2  | Delivery of Leisure Services .....                                | 91 |
| 12.3  | Outdoor Facilities .....  | 91 |

|            |   |
|------------|---|
| Map 1      | Linear Park and Walkway System                              |
| Map 2      | Key Future Open Space Trail and Tourism Related Initiatives |
| Appendix A | Program Inventory   |
| Appendix B | Survey Results  |
| Appendix C | Focus Group Workshop Results                                |
| Appendix D | Facility Analysis   |
| Appendix E | Parks and Open Space Inventory                              |

## **1.0 OVERVIEW**

The District of Kitimat, a community of approximately 10,000 residents, is located on the north end of Douglas Channel on British Columbia's West Coast. Kitimat has been described as a marvel of nature and industry. Aluminum natural gas and pulp exports contribute 11% of the province's Gross Domestic Product in an environmental setting that is internationally known for its sports fishery.

Built in the early 1950s, Kitimat came to be almost "overnight". It was planned as a "garden city" with wide-open space corridors in the downtown, numerous parks and recreation areas and the best of leisure lifestyle. It was to become the home of over 30,000 industry workers, retailers and business people; and, although this growth was never achieved, Kitimat has sustained a quality living environment for a stable population of 11,000 for the last ten years and only recently has declined to the present population of 10,285 (2001 census).

The community now has a fifty-year history. Long-term residents have enjoyed a high standard of living, low taxes and recreation amenities that rival most communities of comparable size.

However, over the past five years, the District of Kitimat, through its Council and through its Parks and Recreation Department, has recognized that many changes are starting to occur and, if not addressed, would compromise the ability of the community to sustain the provision of quality leisure lifestyle.

Recreation facilities built over the last thirty to forty years are now aging and, as a percentage of population; there are fewer youth, more adults and more seniors. Economic restraint both provincially and globally has industry leaders re-shaping their business plans and although such changes in business are not well defined, there are possibilities of fewer jobs, the export of a mobile work force and subsequent reductions in population. An export of youth and young adults seeking post high school education is an ongoing trend as is a degree of adult retirees choosing to leave the community.

Changing demographics, changing lifestyles and the possibility of decreases in the overall recreation market have prompted the District to prepare a Comprehensive Recreation Master Plan that will serve as a template for service delivery over the next twenty year period.

In August of 2001, Randall Conrad & Associates Ltd. was commissioned to work with the District in developing the RECREATION MASTER PLAN.

### **1.1 PLAN PURPOSE**

- ◆ To identify Parks and Recreation Needs, provide direction and priorities for the fiscally responsible and orderly development of recreation resources and to identify recommendations over a one, five, ten and twenty year horizon.

## **1.2 PLAN OBJECTIVES:**

1. Evaluate existing and planned Parks and Recreation Resources (indoor and outdoor) and provide rationale criteria and standards to guide future development;
2. Review, evaluate and make recommendations for:
  - ◆ Improvements to Departmental organization, staff and service delivery including policies and standards
  - ◆ Outdoor Parks and Open Space resources
  - ◆ Indoor Facility Resources
  - ◆ Joint Use Agreements and opportunities for private / public sector partnerships;
3. To substantiate recommendations based upon:
  - ◆ Examination of Demographics
  - ◆ Trends in Recreation
  - ◆ Reviews of relevant Community Plans and Planning Documents
  - ◆ Financial capability of the District
  - ◆ Consultation with other District Departments, Council and Advisory Commission, Administration, other District Committees, external service providers including Boards, groups and associations and the general public;
4. To provide special focus to:
  - ◆ Hirsch Creek Golf and Winter Club / Cross country Skiing Program
  - ◆ Outdoor Tennis
  - ◆ Tamitik Jubilee Sports Complex
  - ◆ Riverlodge Recreation Centre
  - ◆ Hirsch Creek Park / Campgrounds
  - ◆ Radley Park Campgrounds and East River Bank Camping
  - ◆ Strawberry meadows Linear Park and Dandette Creek
  - ◆ Drainage Channel / Sumgas Creek
  - ◆ Role of the Recreation Department in facilitating community trail development
  - ◆ Use of dykes
  - ◆ Downtown beautification
  - ◆ Waterfront access for public
  - ◆ Bicycle Pathways
  - ◆ Urban forest management

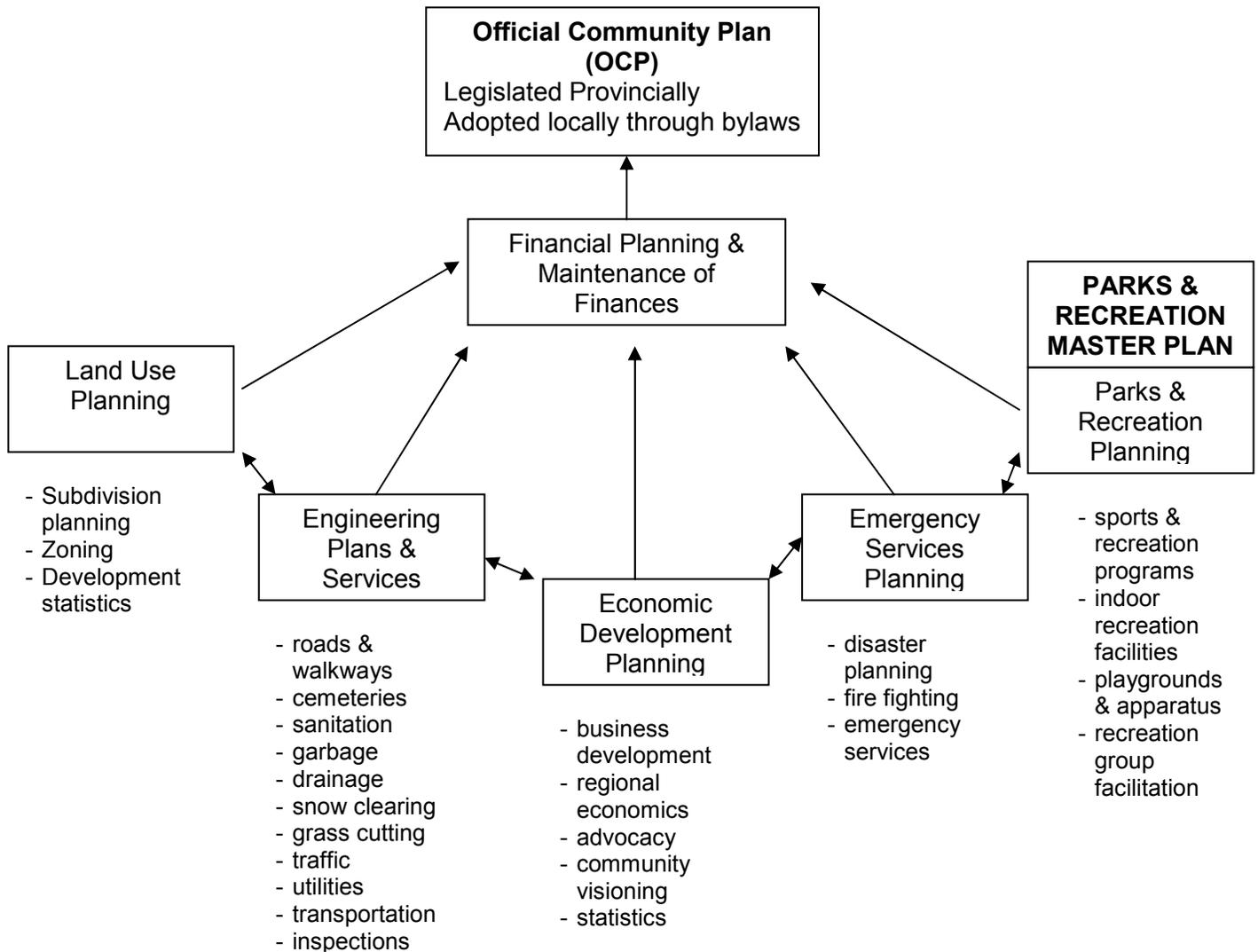
### **1.3 PLAN SCOPE**

This document has been researched and developed as a “Master Plan” designed to guide the orderly development of the District’s Parks and Recreation services over the next five, ten and twenty year period. The recommendations contained within are based upon the current knowledge of Kitimat’s resources, policies, methods of service delivery and statistics as provided by the municipality. Recommendations also stem from primary social research in the form of interviews, surveys and information collected from public citizens, volunteers, recreation staff, agency and administrative representatives from throughout the community.

As a Master Plan, it is a general guiding document from which more detailed plans will evolve over time. The authority vested in this Plan is with the District Council and its Recreation Department and, while public and agency research has resulted in the expression of public needs that fall outside of the Recreation Department mandate, these needs are documented and serve as input to support the planning for, and by, other community Boards and Agencies such as the Library Board and School Boards, service clubs, sports and recreation organizations, economic development authorities, community planners and engineers.

The Recreation Master Plan is one piece of the community’s overall planning framework and will serve as a component of the broader Official Community Plan (OCP), which is to be updated in 2002 (see Figure 1.3). In accordance with the BC Municipal Act, the OCP is a firmly established set of bylaws, which guide community development and serve as a basis to undertake works or issue permits. The “Plan” will also meld into the Capital Plan of the District.

**Figure 1.3  
Planning Hierarchy**



Note: Major Plan initiatives developed or proposed from each Department undergo an internal review process whereby each department reviews the plans of others prior to advancement for senior management and Council review. All plans and associated budget requirements are not advanced without Council approval

## **2.0 EXISTING DEPARTMENT RESOURCES**

### **2.1 COMMUNITY CONTEXT**

The ability of any local government to meet the recreation needs of its constituents in a quality fashion is dependant upon the degree to which municipal service mandates are developed, supported and carried out within an ever changing community environment. How much value is placed on recreation services versus the myriad of other services necessary to sustain a quality living environment is also a challenging role of decision makers. This Master Planning exercise is most timely in the District of Kitimat since populations are declining, there are predicted changes in socio-economic conditions and there are evident changes in overall demographics.

The “new town” of Kitimat is now one half century old. Young compared to most BC communities, but at a stage where built in place recreation infrastructure and program services need to be examined in light of their ability to service changing recreation activity preferences and a declining market of users.

#### **2.1.1 Public Recreation Parks and Facilities**

The Kitimat community is very unique in that it was designed and built as a “model community” to support the work force of a major aluminum industry (Alcan Primary Metal Group, BC Operations). Today this local industry provides direct and indirect employment for close to 70% of the area’s work force. Built in the early 50s, Kitimat was designed to provide residents with very high standards in Parks and Recreation facilities at low cost. A 37.5 meter, six lane indoor community swimming pool, two arenas (one with 2,000 seats), a major multi-use recreation center (for gym sports, fitness training, racquetball, arts & crafts and banquets), and numerous well placed parks, sports fields and integrated walkway systems remain as a legacy of this planned community. Few residents deny that the level of recreational amenities go beyond similar sized communities. For example:

- a) U.S. Standards for parks (National Recreation Association), which have set the stage for most Canadian standards, are 4.05 ha per 1000 persons. In relation to Kitimat, this standard would suggest the need for approximately 45 ha. While the Kitimat Town site has close to 67 ha, well above national standards.
- b) Standards also suggest approximately 1.3 ha per 100 dwelling units. The standard achieved in Kitimat is 1.56 ha / 100 units.
- c) Typical supply ratios for indoor ice arena sheets in rural communities is 1 sheet per 7000 people. In Kitimat, the ratio achieved is 1 sheet per 5500 people. Major urban municipalities of over 100,000 population usually supply arena ice @ 1 sheet per 16000 residents.
- d) Sidewalks and walkways span close to 40 km, two-thirds the length of the roadways in the community and far in excess of that provided in small cities with 10,000 - 15,000 residents.

Kitimat is also situated in a scenic west coast region that provides unsurpassed natural scenery and access to: mountains, fresh and salt water fishing, hunting, back packing, snowmobiling and unique world class eco-systems that remain purposely undeveloped, but ripe for scientific study and exploration. One of the region's economic development objectives is to attract funding for a major institution focusing on scientific study, outdoor education and biological research. Located on the north end of the Douglas Channel, Kitimat is a major shipping port that services a globally significant aluminum mill, petro-chemical plant and pulp mill. It has one of the largest hydro electric generators in the Province and with all this, can boast having a planned "garden city" environment with low taxes and higher than average incomes.

However, all of the attributes that have created a stable and vibrant community up to now have perhaps been taken for granted. Time has caught up with Kitimat in many respects. While a high standard of living still exists, fifty years of prosperity has also resulted in a community that has become highly dependant upon a major industry, whose success in the world market has not resulted in employment growth, diversification or the promise of long term stability. This lack of growth and, in fact, decline, has started to change the overall socio-economic profile of the community. Examples include: an exodus of young people seeking higher education and employment abroad; an aging work force; greater in-migration of lower income and socially assisted families; an exodus of retired workers and an overall lack of long term personal investment in the Community. Many long-term residents are reluctant to put increased equity in their homes due to a lagging real estate market. Many retail storeowners, numerous who are non-resident, appear reluctant to improve and upgrade building storefronts since there are no economic incentives to do so.

Both community and industry leaders recognize that the region is at a "cross roads in time". They realize the socio-economic changes that are occurring will affect the ability to sustain quality of services and they remain optimistic that the region's rich resources, economic diversification initiatives and the possibilities of renewed industry growth will once again attract investment in the area.

Quality recreation amenities and services are key to Kitimat's future. They not only set the stage to attract new families, but they are vital to support the health and well-being and, thus, the retention of existing residents.

The developed recreation infrastructure and program opportunities are also tourist attractions in and of themselves. River access, marinas, regional water-based parks, camping, local fairs and festivals, cross country skiing, sporting events and a vast urban and forest pathway system are among the recreation amenities that the District manages with the support of community groups and volunteers. The District also has the responsibility to plan for the future. In the short term, this requires a master plan vision, land banking (protected areas) and preservation of important linkages between areas zoned for recreation / tourism, key eco-systems and the urban environment. It also means forging partnerships with groups and agencies that not only have the resources to render program opportunities, but who share a common vision about economic development, tourism and community planning. The formation of a "futures forum" or working group that does not vest the responsibility of Community Development with one agency / department or individual should be perpetuated.

In summary, the Kitimat community, along with its industrial partners, are at a crossroads, in time, having built a high standard in recreation resources, sharing a treasure chest of untapped economic possibilities and challenged with the need to renew pride and investment in the Community under uncertain times.

This Recreation Master Plan, while not the sole anecdote for positive change is a planning link, a framework that, when integrated with other planning works, will meet change head on.

### **2.1.2 Public Recreation / Leisure Time Programs**

Leisure program opportunities in Kitimat are provided directly through the Kitimat Recreation Department, by the Schools, by the Library, by the Museum and by the many not-for-profit groups and associations that operate in the Community. Throughout the year, residents have access to over 450 separate leisure time programmed, drop in and special event activities. The variety is exceptional for a community of this size and this is evidenced with positive responses from the public consultation process. An inventory of programs and leisure opportunities is located in Appendix A.

The working philosophy of the Recreation Department is to do their utmost to provide that which is requested on an ongoing basis. If there is a space, an instructor and enough willing to pay the cost of delivery (as per recovery policy), the program is offered.

This approach to program delivery has worked well in the past and there is no doubt that residents appreciate the variety offered. However, population decline will begin to impact the number of registrants in some types of programs resulting in a reduction in the variety offered. This heralds a need to focus program resources towards maximizing attendance in what is offered.

To optimize the use of human resources and program spaces, the Department may be forced to become less reactive to small audiences and more proactive towards mass participation. This may reduce the quantity of programs sponsored by the Department, but it will build quality and appeal to that which is offered.

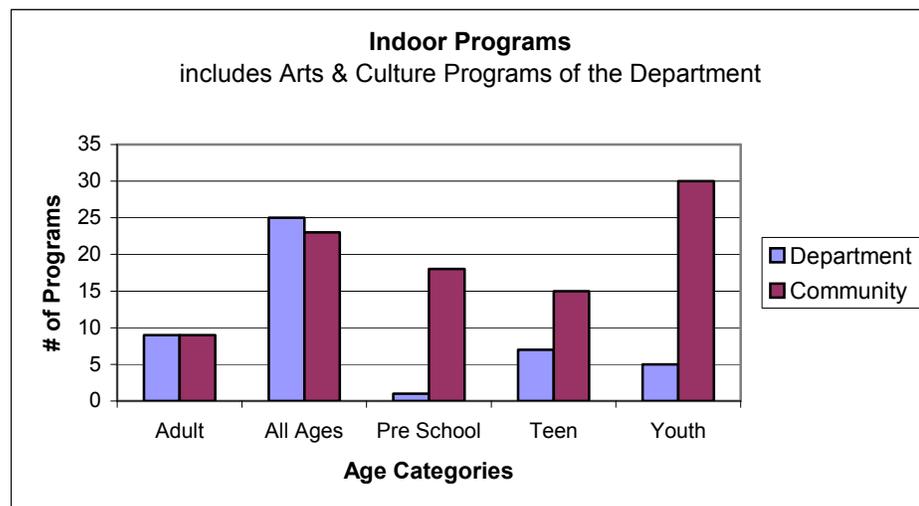
In addition, there are factors that must be considered in planning future program delivery:

- ◆ About one in five residents cite no time, inconvenient time of program and program cost as being deterrents to participation. Seniors are more likely to cite physical disability as a barrier than the inconvenience of times that programs are offered (see summary results).
- ◆ The balance of program offerings relative to indoor and outdoor programs and the market age groups to which programs are directed are important (see Figure 2.1.2). At the present time 50% of all community leisure offerings are indoor facility based, 20% are outdoor, 6% are seniors specific (not shown in fig. 2.1.2), 10% are arts & culture related and 14% are specialized offerings (continuing education, special events and one time events). The current balance, which has been appropriate up to now, may require adjustment over the next five to ten years as the demographics and the leisure behavior patterns change. We can expect to see:
  - More older adults and seniors in the Community over the next ten years who will want to participate in outdoor passive and non-physical activities such as walking. They will demand an increase in cultural related opportunities and they will be sensitive to price. Time of day is not as important to seniors as it is to youth and the working population.
  - A general trend for Canadians to enjoy walking, gardening, fitness, swimming and bicycling.
  - A continued trend, particularly amongst adults and seniors, to: golf, fish and spend time in the out-of-doors.
  - A continued appeal by youth and young adults for ice hockey, camping, soccer, hiking, volleyball, basketball
  - A common appeal for bicycling

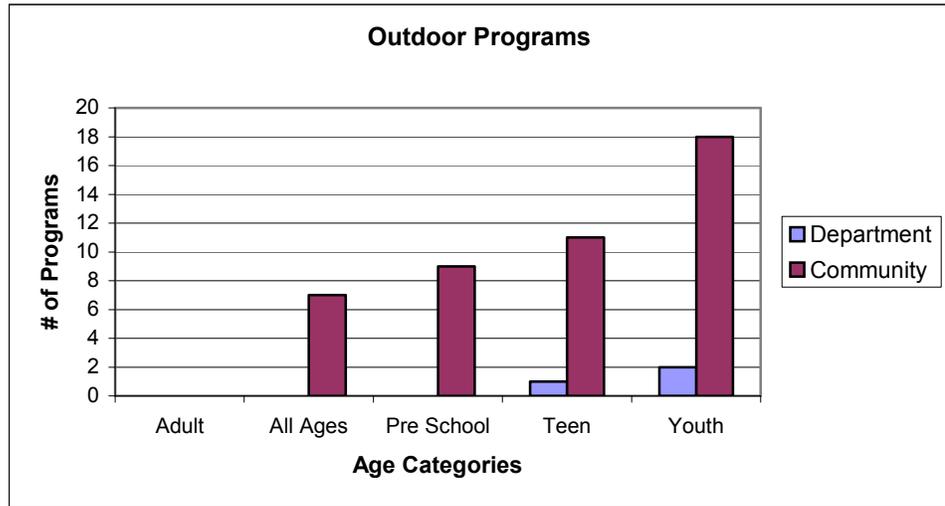
Leisure Participation Trends and desires found elsewhere also support these findings (see Table 2.1.2)

**Figure 2.1.2 Existing Program Balance**

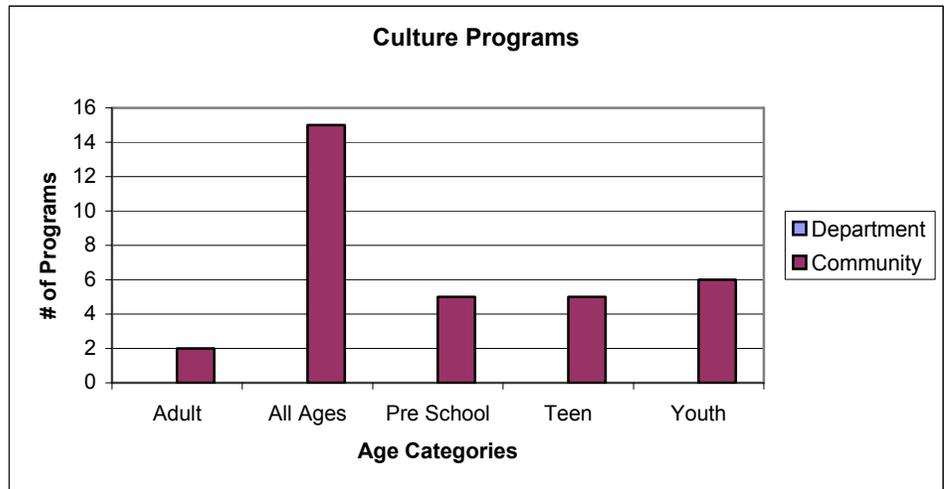
50% of all programs and opportunities offered e.g. swimming, hockey, figure skating and combative sports



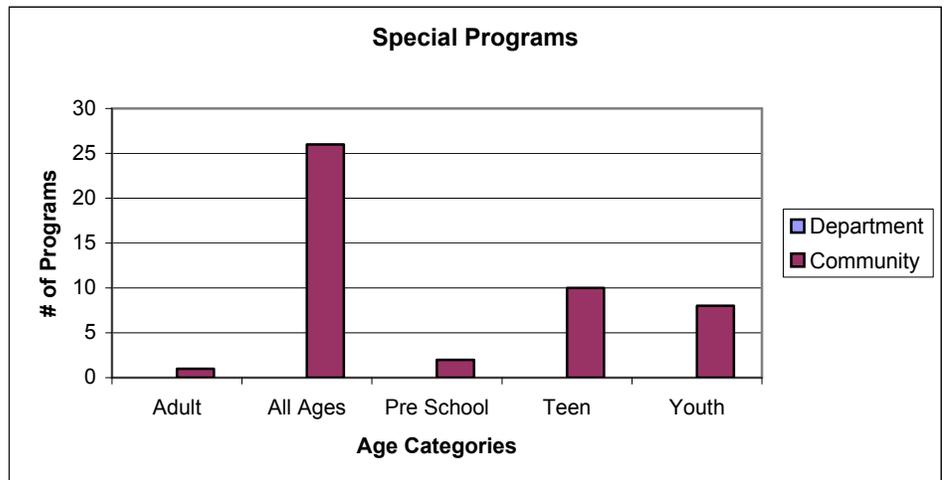
20% of all programs and opportunities offered  
e.g. ball, soccer



10% of all programs and opportunities offered  
e.g. theatre, music, dance



14% of all programs and opportunities offered  
e.g. Canada Days, Spanish Lessons



**Table 2.1.2 Participation Trends Comparatives**

| <b>2001 Priorities<br/>Kitimat</b> | <b>1999 Priorities<br/>Kitimat</b> | <b>Participation<br/>BC Survey<br/>2000</b> |     | <b>Participation<br/>Canada<br/>2000</b> |     | <b>Priorities<br/>Alberta<br/>2000</b> |
|------------------------------------|------------------------------------|---|-----|--|-----|--|
| Swimming                           | Swimming                           | Walking                                     | 85% | Walking                                  | 82% | Walking                                |
| Walking                            | Walking / jogging                  | Gardening<br>71%                            | 71% | Gardening                                | 72% | Gardening                              |
| Skating / ice sports               | Biking                             | Swimming                                    | 64% | Home<br>exercise                         | 57% | The Arts                               |
| Soccer                             | Volleyball                         | Home<br>exercise                            | 59% | Swimming                                 | 55% | Craft / hobby                          |
| Library / reading                  | Ice hockey                         | Social Dance                                | 43% | Social Dance                             | 47% | Sports<br>spectator                    |
| Gym sports                         | Basketball                         | Biking                                      | 42% | Biking                                   | 45% | Biking                                 |
| Golf                               | Weight Training                    | Weights                                     | 38% | Weights                                  | 30% | Fairs /<br>Festivals                   |
| Theatre /<br>Performing Arts       | Hiking                             | Jogging                                     | 37% | Golf                                     | 28% | Swimming                               |
| Baseball                           | Aerobics                           | Golf  | 33% |  |     | Camping                                |
|                                    | Fishing                            |   |     |  |     |  |
|                                    | Curling                            |   |     |  |     |  |

### **Program Delivery by Community Groups & Other Agencies**

Community group sponsored programming (non – recreation department) account for the majority of program based opportunities in the Community, both indoor and outdoor (see Figure 2.1.2). As long as population levels are sustained over the next five to ten years, or if population grows, these groups will be vital to the overall delivery system. If population diminishes, the ability of these groups to sustain membership, interest and operations will erode and gaps will occur in some program areas.

The Department is best positioned to remain focused on quality and mass participation programming in public facilities and need not expand their services to meet potential gaps in the program domain of community groups. However, the mosaic of opportunities that exists today because of community groups may be in jeopardy because of reduced membership, reduced volunteer base, reduced finances and an overall inability to adjust to market decline.

While a degree of independence and business maturity, exists amongst larger organizations, there are many special interest groups that lack the resources to develop and market their services in an appropriate manner. Their futures will depend upon a helping hand by the Department in the areas of:

- ◆ Program and facility planning and budgeting
- ◆ Volunteer recruitment and training
- ◆ Advertising
- ◆ Operational assistance

One aspect of Departmental services that must be heightened to help groups sustain programs is that of **FACILITATION**. To date, the Department has successfully facilitated much of what volunteer recreation groups have been able to accomplish in program delivery and have provided assistance in the form of dollars and access to program resources (fields, facility space, rentals and, in some cases, dedicated facility spaces such as boxing).

Assistance in **DEVELOPING PARTNERSHIPS and AMALGAMATIONS** amongst groups will be key to their survival if population does not increase or actually declines. It is a game of numbers and without participants or volunteer leadership, many activities / opportunities will disappear (e.g. Tai Chi and Tai Kwon Do).

The key focus in sustaining volunteer groups is to encourage amalgamation of groups with common interests, e.g. An Outdoor Recreation Foundation, A Heritage / Culture Foundation, Indoor Sports Society, etc.

**COMMUNICATIONS** between the Department and amongst groups will set the stage to create stronger alliances and a more unified approach to overall leisure delivery in the future.

Workshop participants in the Outdoor, Indoor, Culture and Seniors focus groups showed an appreciation for the opportunity to share thoughts and some unknowingly were made aware of groups and activities that had been in existence for years. In this regard, there is merit for the Department to create opportunities for group forums that are designed to facilitate and teach:

- ◆ Marketing;
- ◆ Promote partnerships;
- ◆ Share ideas; and,
- ◆ Strategize common approaches to delivery

**It is recommended that the Recreation Department:**

- ◆ **Become more proactive in delivering and encouraging the development of opportunities for mass participation as opposed to smaller interest group programming.**
- ◆ **Increase services in community group facilitation that goes beyond financial assistance to include and emphasize:**
  - **program development skills**
  - **volunteer training & recruitment**
  - **communications and advertising**
  - **program planning**
- ◆ **Encourage amalgamation and continued partnering of volunteer groups with common interests / program mandates.**
- ◆ **Provide greater opportunity for facilitated volunteer group forums.**
- ◆ **Change its name to Leisure Services Department to better reflect the broad mandate that it carries.**

## **2.2 DELIVERY SYSTEM**

The District of Kitimat Recreation Department structure is presented in Figure 2.3. The Department maintains 32 full time equivalent positions (FTEs), the second largest staff only exceeded by the Engineering Services Department with 50 FTEs.

The operations, maintenance, rental booking and programming of all public indoor recreation facilities are primary mandates of the Department. Responsibilities also extend to development and maintenance of all structural components of public parks including playground apparatus, shelters, benches, garbage receptacles and gravel beds around structures. This responsibility extends to campgrounds and day use areas such as Hirsch Creek Park and Radley Park.

Grass cutting, development and maintenance of public walkways and pathways that exist throughout all developed open space areas fall under the mandate of Engineering Services, thus maintenance functions for parks require coordination between the Engineering and Public Works staff and the Recreation staff. Ornamental gardens and tree maintenance was managed by the Recreation Department in the past with a full time gardener position. This position is now vacant and work in this area is done through the combined efforts of Public Works staff from engineering and recreation attendants. These attendants work split functions between the arena in winter months and on parks and campgrounds during the summer.

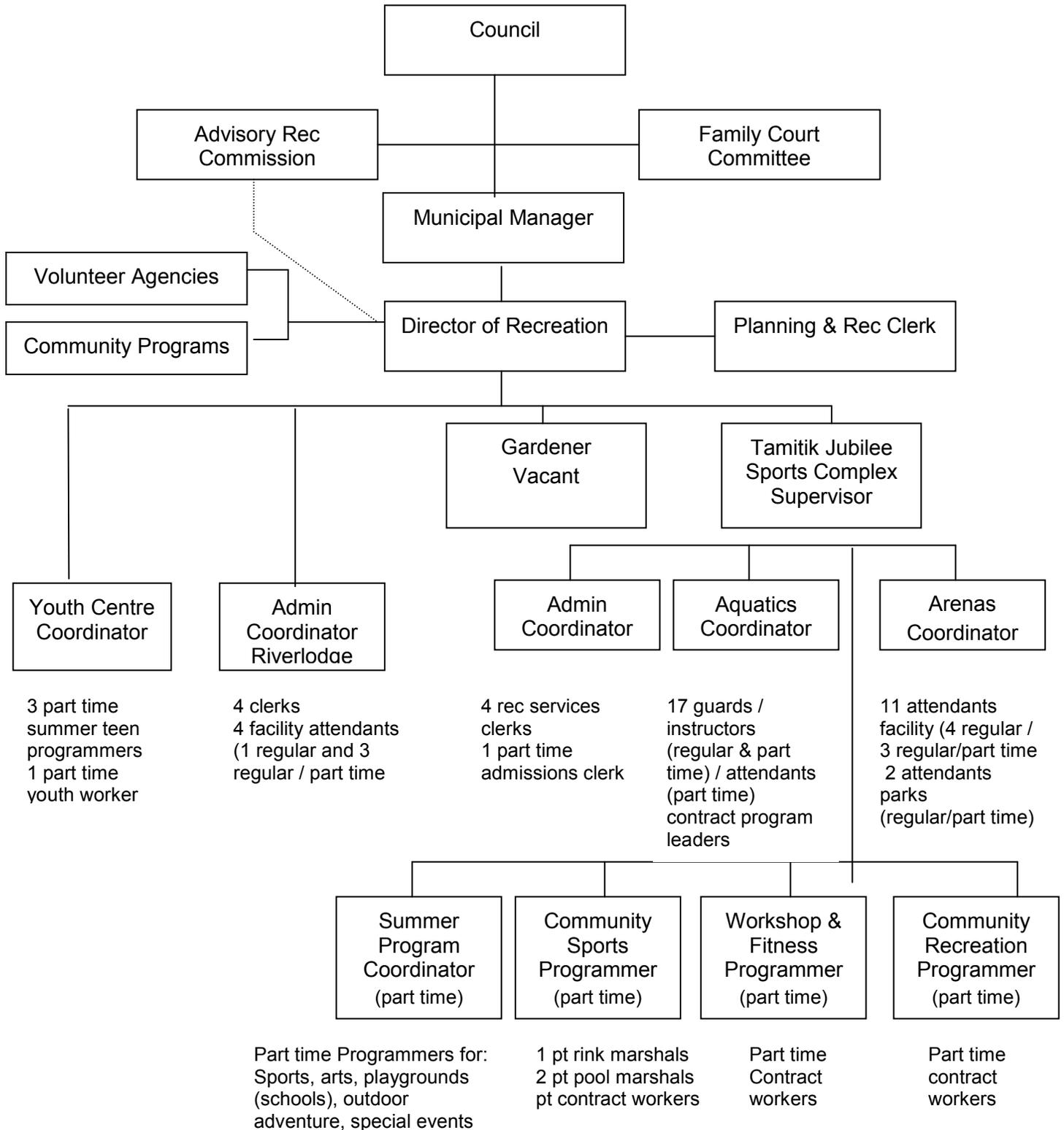
The overall Department has been reportedly well functioning in its mandate (1999 Organizational Review, Stantec Consulting) and has filled the Supervisor position, which was recommended in the report.

## **2.3 REPORTING CHAIN**

Figure 2.3 outlines the position reporting structure extending from part-time seasonal roles to Council, which has ultimate decision-making concerning all matters of municipal business and operations. The Recreation Advisory Commission has Council, School District and public-at-large representation. The role of this Commission is to address recreation issues, advise and make recommendations to Council. The Parks & Recreation Director works closely with the Advisory Commission Chair to research issues, develop and prepare agendas and forward information for review and recommendation by the Commission.

The Department maintains well developed policies and procedures to address almost all aspects of staff accreditations, preventative maintenance, emergency protocol, user fees, rental and service rates, communications and joint service / partnership arrangements with user groups. Joint use agreements with school authorities and other public agencies are also well advanced and are reportedly working well. The Public Library (operated through the Library Board) maintains an excellent library service and provides numerous programs for the community. The District provides funding for Library operations, and as well, provides close to \$42,000 per year support subsidy to operate the theatre. Of note is that the theatre in the high school is excluded from the joint use agreement. A Parks and Open Space classification system is also in place, although each type of park lacks definition regarding minimum levels of development and standards.

**Figure 2.3**  
**District of Kitimat**  
**Recreation Department Structure**



The delivery philosophy for the department is to achieve 32% recovery on revenue generating facilities. This level of recovery is low compared to similar sized communities, but reflects a leadership philosophy of maintaining low cost services in recreation. Requests for program services are almost always met if costs can be recovered at set recovery rates.

In the case of community driven projects and programs, the Department maintains a community grants program that is well documented and ensures equitable financial commitments from both parties on projects that meet funding criteria.

While this is a good approach to partnering and is working well, there will be a need to provide additional funding criteria to further set priorities should competition for dollars between groups of similar interest occur. One such criteria that would encourage partnering between groups on joint / common projects is one that sets funding priorities to groups who partner amongst themselves, thus impacting a greater number of users and providing efficiencies of scale. At present, there are many small sized groups serving special interests. Population decline will likely render many of these groups defunct if membership and volunteer resources are depleted.

Because Kitimat has had the resources to extend the provision of recreation at high quality levels and at low cost to residents and groups, there exists a dependency and, in some cases, an expectation that local government will continue to sustain this level of quality well into the future. While it is not the intent of local government to compromise quality, they do have a responsibility to optimize services to meet the demands of the majority. With a built infrastructure suited to serve a population at beyond 20,000, and an expectation that population size will diminish in the short term, decisions have to be made regarding the continued maintenance, upkeep and overall marketing of facility spaces presently not being fully utilized. In this regard, spaces like outdoor tennis courts, indoor racquet courts and small fitness rooms are examples of spaces that must be fully reviewed in terms of their cost benefit to the broader public user demand of the facilities.

Demands for additional and particularly dedicated use spaces must be carefully examined to ensure public wide cost benefit and full cost recovery are realized as the ability to subsidize through tax dollars may diminish.

The Department philosophy of direct program provision, has met with success over the last forty years. The last twenty years has shown a stronger emphasis on indirect program delivery through the formation of partnerships. To date, however, these partnerships have been based, for the most part, upon financial support through seed funding and annual grants for operations. Many groups today are beginning to see a greater need for marketing and business planning to sustain their operations and there are approximately 135 separate groups in the District.

### **3.0 PUBLIC AND USER GROUP DEMAND**

#### **3.1 RESEARCH METHODOLOGY**

Research methods used to determine public and user group demand include:

- ◆ A household questionnaire
- ◆ A web site questionnaire
- ◆ A user group questionnaire
- ◆ Focus Group workshops
  - Outdoor Sports and Recreation Groups
  - Indoor Sports and Recreation Groups
  - Senior Community
  - Aquatics Groups
  - Arts & Culture Community
- ◆ Personal interviews with City Council, Advisory Recreation Committee members, Administrators and staff
- ◆ Open House / Public Meetings

##### **3.1.1 Public Surveys**

Research included the administration of a household mail survey and a web site survey. Of note is that a student survey was developed, but not conducted due to the teachers' labor dispute.

The Web Site Survey provided an attempt to poll the broader public and provide opportunities for residents who did not receive the household survey. Responses were limited to 27 and, as such; do not form a major body of research from which to make recommendations. The results are found to be consistent with the household survey.

##### **3.1.2 Household Survey**

A self-addressed (stamped return envelope) questionnaire was delivered to 3910 households in Kitimat. Survey controls were placed upon household type (number and age of household members) and by expected length of residency. Analysis was done by household type including: households with children, adult households and seniors' households.

Using Balmead's example of statistical reliability, the number of returns required to achieve 95% confidence with 5% error bounds (meaning that, if the survey was completed again under the same conditions, the results would not vary upwards or downwards by more than 5%) is 368.

The survey returns were well beyond this number at 669, suggesting that survey reliability has been well achieved. The return rate was just over 16% and, at 2.8 people per household (1996 census), represented close to 1,900 residents, or 20% of the population. Households with children represented 48% of the sample (census is 46%), households with adults (non seniors) represented 40% of the sample (census is estimated at 45%) and seniors households represented 14% of the sample (census is estimated at 9%). The household sample was very close to Kitimat's census household profile

## 3.2 SURVEY RESULTS

### 3.2.1 Household Surveys

#### **Length of Residency:**

Twenty-two respondents, or 3.3%, had moved into Kitimat within the last year. Of these, fifteen represented households with children and seven were adult households. A further sixty-one households, (9%), forty-four of which were households with children, were relatively new residents having moved in within the last five years.

In all, the survey represented eighty-three households (12% of survey respondents) who attained residency within the last five years. All others had lived in Kitimat for more than six years, the majority of which have resided for over twenty years.

#### **Length of Residency Profile of Respondents**

|              |     |
|--------------|-----|
| < 1 year     | 22  |
| 1 - 2 years  | 21  |
| 3 - 5 years  | 40  |
| 6 - 10 years | 33  |
| ten >        | 553 |

#### **Expected Length of Residency into the Future:**

Levels of recreation service delivery are directly tied to demographics. In an industry-based community like Kitimat, the future number of residents (recreation market size) and their relative age groupings is highly dependant upon jobs. Without a highly diversified employment base, the size of the market is most often driven by the success of primary industries that, in the case of Kitimat, is a major aluminum smelter, a petro chemical plant and a pulp mill. Alcan Primary Metal Group alone provides direct and indirect employment for close to 70% of the workforce, making it the largest employer and the biggest factor of future market growth or decline.

For the purpose of research and in the absence of work force predictions, we asked respondents about their future in Kitimat.

**Question: “How long into the future do you expect to be a resident of Kitimat?”**

**Results:**

|  |           |                                     |  |
|--|-----------|-------------------------------------|--|
| ◆ Households expecting be living in Kitimat up to ten years from now     |           |                                     |  |
| - Households with children   | 141       | } 10 years<br>from<br>now           |  |
| - Adult households 10 years from now                                     | 155       |                                     |  |
| - Senior households 10 years from now                                    | 38        |                                     |  |
| Total Ten Years  | 334 (50%) |                                     |  |
| ◆ Households expecting be living in Kitimat 11 to 20 years from now      |           |                                     |  |
| - Households with children expecting to be living                        | 91        | } 11 - 20<br>years<br>from<br>now   |  |
| - Adult households 11 to 20 years from now                               | 54        |                                     |  |
| - Senior households 11 to 20 years from now                              | 13        |                                     |  |
| Total Eleven to Twenty Years   | 158 (24%) |                                     |  |
| ◆ Households expecting be living in Kitimat beyond twenty years from now |           |                                     |  |
| - Households with children   | 90        | } Beyond<br>20 years<br>from<br>now |  |
| - Adult households beyond 20 years from now                              | 61        |                                     |  |
| - Senior households beyond 20 years from now                             | 26        |                                     |  |
| Total beyond Twenty years  | 177 (26%) |                                     |  |

A further question: **“Are There Household Members that are expected to leave and/or pursue opportunities outside of Kitimat over the next ten year period?”** rendered the following:

**Households with members expecting to leave Kitimat within 10 Years**

- ◆ 59% of households with children (189 out of 322)
- ◆ 28% of Adult households (76 out of 270)
- ◆ 6% of Seniors households (5 out of 77)

While one’s future beyond a five-year horizon is often unpredictable, there appears to be an attitude or expectation that a majority of residents or 74% do plan to move on within the next 20 years. Close to sixty percent of households with children predict that a member will move out within the next ten-year period.

This data supports that which was extracted indirectly through interviews with community stakeholders wherein many predict a reduction in the industry work force, retirees moving out and young people leaving to pursue post high school education.

The close to 11,136 population that was recorded by census Canada in 1996 has now dropped to 10,285 (2001 Canada Census) and will continue to do so without industry induced population increase. Of note is that the 2001 Canada Census data is already one and one half years old. Some predict the population base to decline to approximately 9,000 over the next three to five years.

## Important Indoor and Outdoor Facilities of Residents

In an attempt to gain an understanding of the facilities and thus, the types of leisure past times important to residents, survey respondents were asked to name three indoor and three outdoor facilities deemed of most importance to household members. Tables 3.2.1 and 3.2.2 portray the results.

**Table 3.2.1 Important Indoor Facilities / Activities**

| Top Fifteen Most Important Indoor Facilities / Activities | Important Indoor Facilities for Households with Children | Important Indoor Facilities for Adult Households | Important Indoor Facilities for Seniors Households | Overall Importance |                          |
|---|--|--|--|--------------------|--------------------------|
|   | % of 322 respondents                                     | % of 270 respondents                             | % of 77 respondents                                | Numbers responding | % of total (669) surveys |
| 1. Pool   | 70%  | 49%  | 51%  | 398                | 59%                      |
| 2. Ice Arenas   | 52%  | 26%  | 25%  | 258                | 38%                      |
| 3. Riverlodge   | 43%  | 32%  | 21%  | 240                | 36%                      |
| 4. Library  | 16%  | 20%  | 26%  | 124                | 18%                      |
| 5. Gym  | 19%  | 19%  | 12%  | 122                | 18%                      |
| 6. Theatre  | 11%  | 16%  | 17%  | 92                 | 14%                      |
| 7. Tamitik  | 14%  | 16%  | 4%   | 91                 | 14%                      |
| 8. Curling  | 4%   | 13%  | 4%   | 52                 | 8%                       |
| 9. Museum / Art Gallery                                   | 7%   | 8%   | 9%   | 51                 | 8%                       |
| 10. Court sports  | 7%   | 7%   | 3%   | 43                 | 6%                       |
| 11. Seniors Centre  | 1%   | 4%   | 14%  | 24                 | 3%                       |
| 12. Bowling   | 2%   | 3%   | 8%   | 23                 | 3%                       |
| 13. KIR   | 4%   | 2%   | 0%   | 13                 | 2%                       |
| 14. Community Hall  | 3%   | 1%   | 0%   | 13                 | 2%                       |
| 15. Soccer  | 3%   | 0%   | 1%   | 12                 | 2%                       |

**Table 3.2.2 Important Outdoor Facilities / Activities**

| Top Fifteen Most Important Outdoor Facilities / Activities | Important Outdoor Facilities for Households with Children | Important Outdoor Facilities for Adult Households | Important Outdoor Facilities for Seniors Households | Overall Importance |                          |
|--|---|---|---|--------------------|--------------------------|
|  | % of 322 respondents                                      | % of 270 respondents                              | % of 77 respondents                                 | Numbers responding | % of total (669) surveys |
| 1. Trails  | 42%   | 47%   | 38%   | 290                | 43%                      |
| 2. Parks   | 43%   | 32%   | 29%   | 249                | 37%                      |
| 3. Soccer  | 33%   | 9%  | 13%   | 139                | 21%                      |
| 4. Golf  | 12%   | 20%   | 16%   | 107                | 16%                      |
| 5. Baseball  | 21%   | 8%  | 4%  | 91                 | 14%                      |
| 6. Fishing   | 13%   | 14%   | 6%  | 84                 | 13%                      |
| 7. Tennis  | 9%  | 6%  | 9%  | 54                 | 8%                       |
| 8. Camping   | 7%  | 10%   | 5%  | 52                 | 8%                       |
| 9. Downhill Skiing   | 5%  | 7%  | 13%   | 44                 | 7%                       |
| 10. Hirsch Creek   | 9%  | 4%  | 3%  | 41                 | 6%                       |
| 11. River  | 3%  | 5%  | 3%  | 25                 | 4%                       |
| 12. Radley Park  | 7%  | 0%  | 0%  | 23                 | 3%                       |
| 13. XCounty Skiing   | 3%  | 4%  | 3%  | 21                 | 4%                       |
| 14. Skateboard   | 2%  | 1%  | 0%  | 11                 | 2%                       |
| 15. Riverlodge   | 2%  | 0%  | 0%  | 7                  | 1%                       |

It is clear that the most important recreation facilities and thus the most prevalent recreation / leisure pursuits of residents on a year round basis are likely to be:

1. Visiting the Pool to swim or watch
2. Spending time on Trails and Walkways
3. Visiting the Ice Arenas to play or watch
4. Visiting Riverlodge for some activity
5. Playing Soccer as a participant or spectator
6. Visiting the library
7. Playing Gym Sports
8. Golfing
9. Attending the Theatre
10. Playing Baseball

It is also evident that the importance of facilities (and likely use), vary with respect to age wherein we see the importance of:

- ♦ Active Indoor and Outdoor Spaces decreasing with age
- ♦ Library use increasing with age of user
- ♦ Theatre use increasing with age of user
- ♦ Riverlodge use decreasing with age of user
- ♦ Hirsch Creek and Radley Park use decreasing with age of user

The importance of Aquatics, Trails, Parks, Fishing and Golf is sustained at all ages with the likelihood that adults do indeed form the predominant market for Curling and Golf.

## Barriers to Participation

The reasons why people participate in programs or leisure pursuits are well documented in literature, however an exploration of why people may not participate provides clues about how municipalities should react in providing services. The survey asked Kitimat respondents to identify barriers to participation. The results are as follows:

**Table 3.2.3 Barriers to Participation**

| Barriers to Participation       | For Households with Children |       | For Adult Households |       | For Seniors Households |       | Overall |       |
|---------------------------------|------------------------------|-------|----------------------|-------|------------------------|-------|---------|-------|
|                                 | # resp                       | %     | # resp               | %     | # resp                 | %     | # resp  | %     |
| 1. No time to participate       | 71                           | 19%   | 63                   | 23%   | 12                     | 20%   | 146     | 21%   |
| 2. Time is inconvenient         | 81                           | 21%   | 61                   | 23%   | 4                      | 7%    | 146     | 21%   |
| 3. Program Cost                 | 81                           | 21%   | 41                   | 15%   | 10                     | 17%   | 132     | 18%   |
| 4. Programs not available       | 49                           | 13%   | 32                   | 12%   | 4                      | 5%    | 84      | 12%   |
| 5. Overcrowded Facilities       | 32                           | 8%    | 18                   | 7%    | 3                      | 5%    | 53      | 7%    |
| 6. Physical Disability          | 17                           | 5%    | 20                   | 7%    | 11                     | 18%   | 48      | 7%    |
| 7. Transportation accessibility | 20                           | 5%    | 13                   | 5%    | 5                      | 8%    | 38      | 5%    |
| 8. Location is inconvenient     | 9                            | 2%    | 6                    | 2%    | 5                      | 8%    | 20      | 3%    |
| 9. Lack of family change rooms  | 1                            | } <1% | 0                    | } <1% | 0                      | } <1% | 1       | } <1% |
| 10. Lack of preschool programs  | 1                            |       | 0                    |       | 0                      |       | 1       |       |
| 11. Bad condition of trails     | 1                            |       | 0                    |       | 0                      |       | 1       |       |
| 12. No child care               | 1                            |       | 0                    |       | 0                      |       | 1       |       |
| 13. No bus to Cable Car         | 1                            |       | 0                    |       | 0                      |       | 1       |       |
| 14. Pool is too cold            | 0                            |       | 0                    |       | 1                      |       | 1       |       |
| 15. No ATV Trails               | 0                            |       | 2                    |       | 0                      |       | 2       |       |
|                                 | 377                          | 100%  | 270                  | 100%  | 60                     | 100%  | 707     | 100%  |

At least one in five respondents suggest that the biggest barriers that restrict their participation **are lack of time and inconvenient times available**. **Program cost** is a barrier for 18% of respondents and close to 12% **cite lack of program opportunity** as a barrier. **Location and access** are **not** considered to be deterrents for use.

## Household Affiliations and Volunteering

The provision of leisure services, particularly programs, community events and social activities, relies upon a human resource base of paid and volunteer individuals. There are many organizations operating in Kitimat that provide members (and public) with leisure outlets and opportunities that go beyond the programs supplied by the Municipality. The strength and success of this non-municipally sponsored network reduces the reliance on government to provide services and provides outlets for individuals to volunteer, socialize and recreate with those of common interest.

The survey conducted attempted to measure the degree to which people in the community volunteer and with which groups they normally affiliate. This information provides helpful clues about how the department should balance the provision of services and the strength of the not-for-profit sectors in providing service delivery in the absence of government. Sports group affiliations are twice as prominent as outdoor group affiliations and almost three times that of arts / crafts related groups. Approximately 10% of households have at least one member affiliated with a service club and as few as 4% of households are affiliated with a company sponsored group.

Table 3.2.4 provides a summary of what groups Kitimat residents are likely to be associated / affiliated with. Church and sports group affiliations are the most prominent resources with approximately one in four households affiliated.

**Table 3.2.4 Household Affiliations**

| Affiliation        | Households with Children |      | Adult Households |      | Seniors Households |      | Overall Affiliations |      |
|--------------------|--------------------------|------|------------------|------|--------------------|------|----------------------|------|
|                    | # resp                   | %    | # resp           | %    | # resp             | %    | # resp               | %    |
| Sports Groups      | 198                      | 34%  | 102              | 22%  | 18                 | 12%  | 318                  | 27%  |
| Church             | 152                      | 26%  | 90               | 19%  | 41                 | 28%  | 283                  | 24%  |
| Outdoor Groups     | 51                       | 9%   | 75               | 16%  | 12                 | 8%   | 138                  | 12%  |
| Arts/Crafts Groups | 64                       | 11%  | 45               | 10%  | 14                 | 0%   | 123                  | 10%  |
| Local Service Club | 49                       | 9%   | 68               | 15%  | 19                 | 12%  | 136                  | 10%  |
| Ethnic Groups      | 39                       | 7%   | 32               | 7%   | 11                 | 7%   | 82                   | 7%   |
| Seniors Groups     | 3                        | 0.5% | 29               | 6%   | 29                 | 19%  | 61                   | 5%   |
| Company Sponsored  | 22                       | 4%   | 19               | 4%   | 3                  | 1%   | 44                   | 4%   |
| Horse Club         | 0                        |      | 1                | 1%   | 0                  |      | 1                    | 1%   |
| Chess Club         | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| Food Bank          | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| Crime Stoppers     | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| Search & Rescue    | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| Flying Club        | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| Youth Program      | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| KITE               | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| PAC                | 0                        |      | 1                |      | 0                  | 1    |                      |      |
| Shooting Club      | 0                        |      | 1                |      | 0                  | 1    |                      |      |
|                    | 579                      | 100% | 468              | 100% | 148                | 100% | 1195                 | 100% |

## Volunteering

Out of 646 responses, 175 or 27% of respondents had at least one household member who volunteered on an ongoing basis for specific related recreation organizations. The most prevalent organizations that they volunteered for are listed as follows:

**Table 3.2.5 Volunteers**

|                    |    |   |   |
|--------------------|----|---|---|
| Hockey             | 27 | Curling / Golf  | 4 |
| Soccer             | 22 | Concerts / Music  | 4 |
| Baseball           | 15 | Girl Guides   | 3 |
| Swim               | 15 | Riverlodge  | 3 |
| X Country Ski Club | 11 | Rod & Gun   | 2 |
| Special Olympics   | 8  | Volunteers in other Associations (~20) rendered an additional 40 people |   |
| Church             | 7  |   |   |
| Museum             | 7  |   |   |
| Seniors            | 5  |   |   |

The majority of volunteer support is directed at hockey, soccer, baseball and swimming. The cross-country ski club appears to have a strong volunteer support base as does the Museum and the Concert Society. When asked if respondents would like to volunteer for the Recreation Department, 37 people forwarded their names and phone numbers. There was a wide array of interest, the most prevalent of which were parks, trails, seniors and children's programming.

## Frequency of Recreation / Leisure Participation

Table 3.2.6 portrays participation rates of survey respondents in planned program offerings (not free time).

**Table 3.2.6 Participation Rates in Programmed Activities**

|  | # respondents | Annual participation of survey sample | * Annual participation of population rounded |
|--|---------------|---------------------------------------|--|
| Once per week (52 / year)                    | 102           | 5304                                  | 30,000 times / year                          |
| More than once per week (104 / year)         | 326           | 33904                                 | 193,000 times / year                         |
| Once per month (12 / year)                   | 59            | 708                                   | 4,000 times / year                           |
| 2 – 5 times per year (3 / year)              | 84            | 252                                   | 1,400 times / year                           |
| Seldom                                       | 94            | 94                                    | 500 times / year                             |
| Never  | 51            | 0                                     |  |
| Totals                                       |               | 40,262                                | 229,000                                      |
| Annual Average Participation 20 times / year |               |                                       |  |

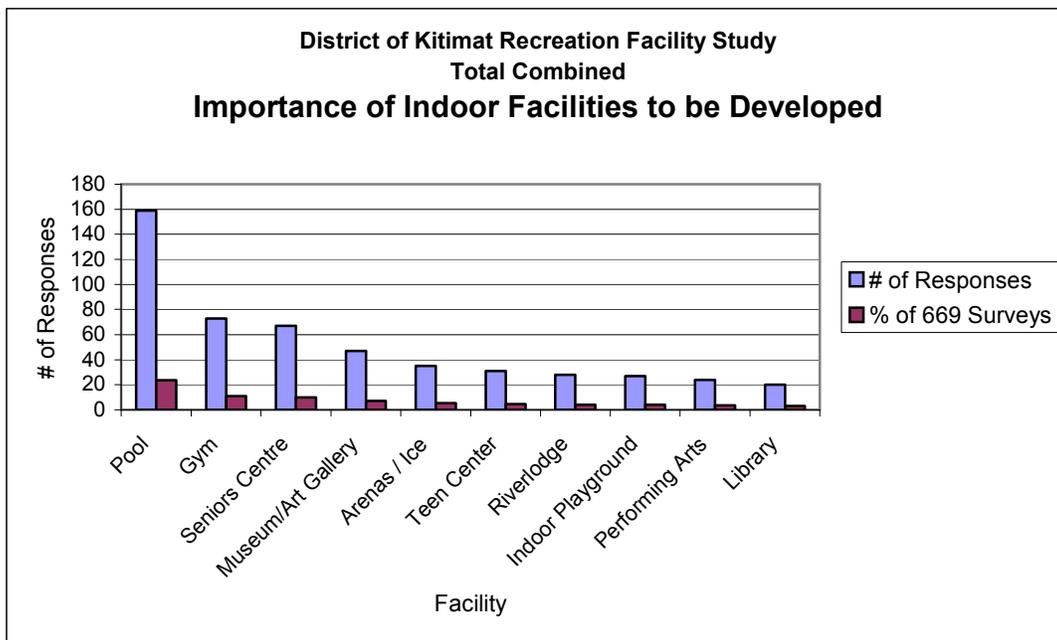
\* taken at representative survey population (2,000 individuals) x 5.7 (extension to current population)

The Kitimat resident on average participates in a program activity approximately 20 times per year. The majority is likely to concentrate this participation in a once or twice per week programmed leisure opportunity.

### Demands for Indoor Facilities

The Kitimat public would appear to reflect a high satisfaction level regarding the **amount** of leisure spaced currently developed in Kitimat. The most frequently mentioned facility development need is the Pool, wherein it is recognized that upgrades are required. This development need was identified by less than 25% of the survey respondents. The Gym and the Seniors Centre were identified by close to 10% of respondents, while the Museum / Art Gallery, Arenas, Teen Centre and Riverlodge were viewed as development needs by less than 10% of the survey group. **There are no overwhelming demands shown for new facilities or spaces.**

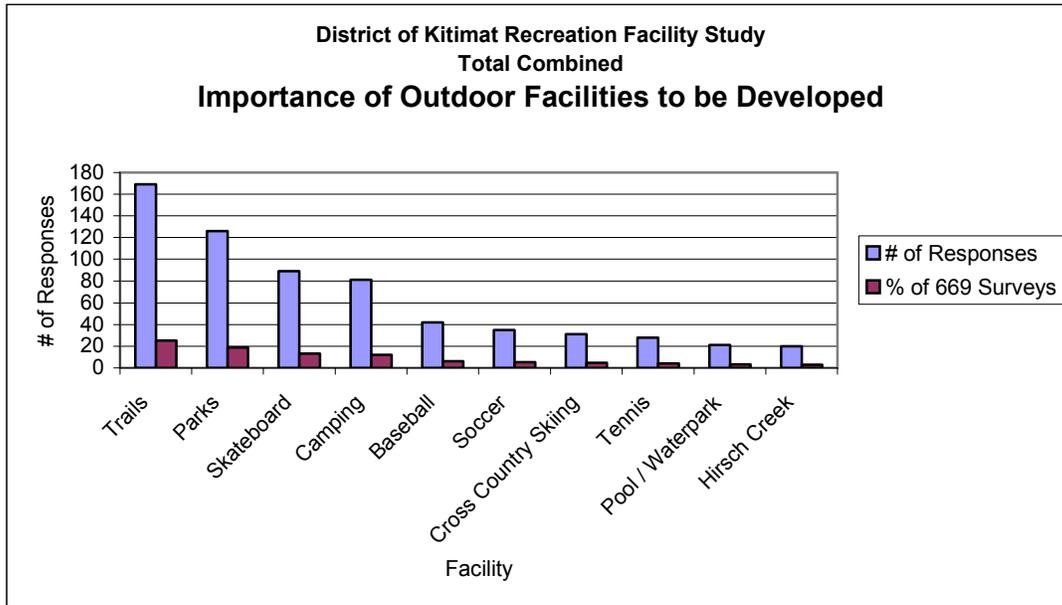
**Figure 3.2.1 Indoor Recreation or Culture Facility Space Requiring Development over the next Ten Years**



## Demands for Outdoor Development

The priorities over the next ten years for outdoor development are focused on Trails (and walkways), Parks, Skateboarding and Camping. Like indoor facility priorities, there are no overwhelming demands for any one type of development with as little as one in four respondents (25%). Trails were recorded as the highest outdoor development need.

**Figure 3.2.2 Demands for Outdoor Development**



## Demands for Program Opportunities

Of sixty-one separate program mentions, there were only a few that had multiple responses. These were:

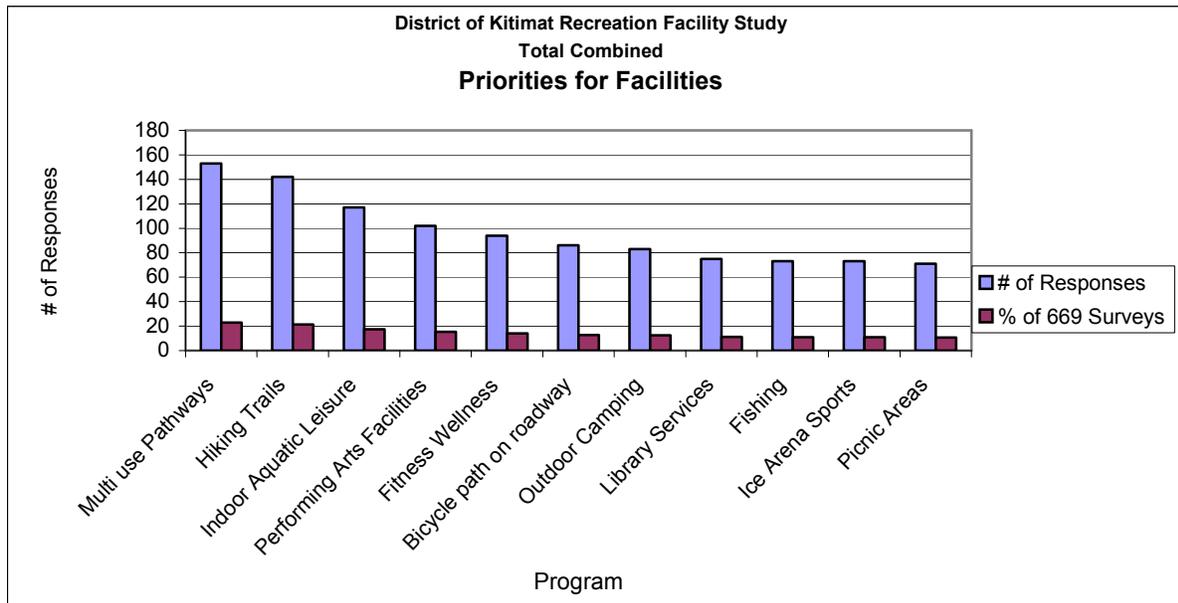
- ◆ Music Program 7 mentions
- ◆ Seniors Program 6 mentions
- ◆ Horse Riding 5 mentions
- ◆ Teen Centre Activities 4 mentions

It is clear that program demands in the community are negligible and correspond with interview responses wherein most believe program quantity and variety to be abundant (and in some cases over supplied).

## Development Priorities

In addition to asking about indoor and outdoor development needs, respondents were also asked to identify priorities for development. Figure 3.2.3 identifies the top twelve priorities. Detailed breakdowns are provided in the Appendix.

**Figure 3.2.3 Priorities for Facilities**



Further development of multi-use pathways, hiking trails and bicycle paths on roadways are desired priorities for close to 1/5 of respondents. Between 10% and 17% of respondents saw indoor leisure aquatics, performing arts facilities, fitness type facilities, campgrounds, picnic facilities, library services, fishing, ice arena sports and skateboard facilities as priority items.

These results would suggest, resources permitting, that for at least the next ten years, the Municipality (Department) focus on upgraded pathways, walkways, bicycle lane development and upgraded pool facilities

### Public Commentaries

Respondents to the household survey were asked to provide general comments that would assist in the master planning exercise. In all, 360 commentaries were received and, while some were not related to recreation, much can be gleaned from the topic areas and issues directly related to future parks and recreation development. For example:

- ◆ Over fifty respondents commented on the need to upgrade walkway systems and provide more parks and trail beautification. Dog walk areas, garbage receptacles, repairing walkway surfaces, drainage, signing and lighting were amongst the specific comments.
- ◆ Fifty comments were received regarding the need for improved and expanded camping, access to, but careful use of the river, restricting river camping in undesignated areas, nature trail improvements and picnic area upgrades.

- ◆ Nineteen individuals (not all seniors) commented on the need to address seniors programs, senior's facility needs and seniors housing (although unrelated to this study).
- ◆ There were many comments suggesting that new development is not warranted, but upgrades of existing resources were needed.
- ◆ As a percentage of comments received, there were relatively few (less than 4%) directed at tennis, arts and culture and sports field concerns. Similarly only ten comments were received regarding the need for a skateboard park. Locational preference (downtown) was provided by only two respondents.
- ◆ There are many concerned about the future cost of recreation, especially with respect to expected job losses and reduced population. Many say "go slow, be careful and only address what is absolutely necessary".

### **3.2.2 User Groups Surveys**

User group surveys were mailed to associations identified by the Department. Thirty-four user group survey results were returned

The salient results of this research are presented as follows:

- ◆ Recreation program providers generally have small membership numbers
- ◆ Of the 16 directly related recreation user group respondents, minor hockey was the only group that has indicated a major increase in participants (50% over the next five years).
- ◆ Membership growth or decline projections for the remaining associations indicated minimum variation. These projections were confirmed by comments received from association representatives during individual interview sessions (See Table in Appendix B).
- ◆ Most parks & recreation related indoor program providers are satisfied with the indoor spaces presently used and are not considering any major retro fit or expansion.
- ◆ Most recreation related outdoor program providers are satisfied with existing facilities, although maintenance and access to secondary amenities like inclement weather shelters and washrooms were flagged as deficient to providing users with quality program participation opportunities.
- ◆ Most associations procured their operating funds through fund raising and grants. Changes to grants criteria would affect associations ability to operate. Fifty percent of the respondents indicated that they would be unable to pay increased rental or user fees.

## 4.0 INTERVIEW RESULTS

The consultants interviewed Council and Recreation Advisory Commission members and staff, representatives from industry and executive members from sports, recreation and culture groups.

The interviews took place through the week of November 19, 2001. The interviews were structured to last 45 minutes and the consultants followed a common question and answer sequence to ensure for comparative analysis. In all, 57 interview sessions with over 72 community stakeholders were completed. The outcomes, presented in Table 4.0, have been categorized by groups to ensure confidentiality of individual responses. Interview summaries are labeled as “Key Consultations” in the table under each question area. A summary is provided as follows:

**Re: Quality of Recreation Systems:**

- ◆ Improve existing
- ◆ More camping
- ◆ Central Park focus
- ◆ Connect Trails
- ◆ Skateboard Park

**Re: Quality of Leisure Programs:**

- ◆ Maintain costs
- ◆ Multi-tiered offerings
- ◆ Teen opportunities
- ◆ More focus on individual instead of group
- ◆ Better marketing & communications
- ◆ More for seniors required
- ◆ Focus of fitness / wellness

**Re: Quality of Indoor Facilities:**

- ◆ Upgrade Pool
- ◆ Improve referee change room in old arena
- ◆ Modernize existing
- ◆ Consider seniors

**Re: Approach to User Fees / Recovery Rates:**

- ◆ Keep fees marginal
- ◆ There are ‘have’ and ‘have nots’ to consider

**Re: Key Plan Directives:**

- ◆ Move from traditional thinking
- ◆ Improve water access
- ◆ Partnership building
- ◆ Pool upgrading
- ◆ Facility retro-fits
- ◆ Pathway upgrades

**TABLE 4.0 INTERVIEW RESPONSES SUMMARY**

| Question / Subject Area                                 | Key Responses from Elected Officials & Rec Commission   | From Staff & Administration  | From Sports & Recreation Organizations   | From Cultural Stakeholders   | From Seniors  | From Other Organization Stakeholders & Service Clubs  |
|---|---|--|--|--|---|---|
| <b>Overall Quality of Parks &amp; Open Space System</b> | <ul style="list-style-type: none"> <li>◆ Above average to excellent considering climate</li> <li>◆ Repair replacement program required in specific areas</li> <li>◆ Neighborhood park upgrade program is excellent</li> <li>◆ Extend walkway on drainage ditch</li> <li>◆ Re-surface tennis courts</li> <li>◆ Upgrades to camping facilities required and strategies to manage</li> <li>◆ Well placed hard surface areas are good idea</li> <li>◆ Quality toilets in order</li> <li>◆ Need to look at grass cutting, techniques / methods to improve</li> <li>◆ Courtyard improvements required</li> <li>◆ Walkway signage is required</li> <li>◆ Park benches require upgrading</li> </ul> | <ul style="list-style-type: none"> <li>◆ Excellent system</li> <li>◆ Needs signage</li> <li>◆ Beautification program is required in parks and boulevards</li> <li>◆ Design with snow removal in mind</li> <li>◆ Drainage problem requires attention</li> <li>◆ More camping and access to water edge required</li> <li>◆ Need designated off leash areas</li> <li>◆ No central or focal park identified for City</li> <li>◆ Too many cement pathways between lots</li> <li>◆ Need skateboard park</li> </ul> | <ul style="list-style-type: none"> <li>◆ Generally good in quantity</li> <li>◆ Continued upgrade of neighborhood parks will render good results</li> <li>◆ More focus required on surface drainage &amp; maintenance on fields</li> <li>◆ More garbage receptacles required particularly off leash areas</li> <li>◆ Trail Systems are good, but lack critical connections in certain areas e.g. links with tourist bureau</li> </ul> | <ul style="list-style-type: none"> <li>◆ Excellent – a real luxury</li> <li>◆ Well balanced</li> <li>◆ Need Skateboard park</li> <li>◆ Sell off small lots between residences</li> <li>◆ Better drainage required</li> </ul> | <ul style="list-style-type: none"> <li>◆ Better trail connectors required</li> <li>◆ Drainage problem on trails needs repair</li> <li>◆ Good trail system</li> <li>◆ Need more trees</li> </ul> | <ul style="list-style-type: none"> <li>◆ Maintenance and upgrade program lacking</li> <li>◆ Inter connectors on walkways is bad</li> <li>◆ Above standard system</li> <li>◆ Expand upon wildlife viewing opportunities</li> <li>◆ Need skateboard park</li> <li>◆ Need more camping</li> <li>◆ Parks are one of our economic development assets – upgrade where possible</li> </ul> |

| Question / Subject Area   | Key Responses from Elected Officials & Rec Commission   | From Staff & Administration  | From Sports & Recreation Organizations   | From Cultural Stakeholders  | From Seniors   | From Other Organization Stakeholders & Service Clubs  |
|---|---|--|--|---|--|---|
| <b>Key Plan Requirements:</b> <ul style="list-style-type: none"> <li>◆ Focus on improving existing e.g. drainage, level walkways, signage, tree planting &amp; beautification, benches, garbage cans</li> <li>◆ More camping and access to water's edge</li> <li>◆ Create central park focus</li> <li>◆ Create better ties between trails and places</li> <li>◆ Skateboard, park, hard surface areas and tennis court upgrades</li> </ul> |   |  |  |   |  |   |
| <b>Quality of Leisure Programs</b>  | <ul style="list-style-type: none"> <li>◆ Good to excellent variety and opportunity, but declining participation in some areas</li> <li>◆ Probably offering too much for population base</li> <li>◆ Break out of tradition</li> <li>◆ Prime Time Ice Access for girls is an issue</li> <li>◆ We tend to cater to groups instead of the individual</li> <li>◆ Teens &amp; young adults need more opportunities</li> <li>◆ We need to market ourselves better</li> </ul> | <ul style="list-style-type: none"> <li>◆ Excellent variety</li> <li>◆ Maybe more focus on 8 to 12 year olds</li> <li>◆ Fitness / Wellness should be a focus</li> <li>◆ Modernizing of spaces might improve usage</li> <li>◆ Program costs are an issue for some</li> </ul> | <ul style="list-style-type: none"> <li>◆ Good cross section of programs, but not multi tiered</li> <li>◆ Need more for teens</li> <li>◆ Numbers sliding in swim programs due to population</li> <li>◆ Department and user group communication and public relations could be improved</li> <li>◆ Better marketing of great opportunities that exist would help</li> </ul> | <ul style="list-style-type: none"> <li>◆ Well balanced excellent in quality and quantity</li> <li>◆ Teen parties at Spruce Grove Park an issue</li> </ul> | <ul style="list-style-type: none"> <li>◆ Good job, but need more focus on 50+</li> <li>◆ Computer courses for seniors would be nice</li> <li>◆ Need qualified instructors</li> </ul> | <ul style="list-style-type: none"> <li>◆ Great variety without focus or target</li> <li>◆ Need more volunteer coordination</li> </ul> |

| Question / Subject Area   | Key Responses from Elected Officials & Rec Commission  | From Staff & Administration   | From Sports & Recreation Organizations  | From Cultural Stakeholders   | From Seniors  | From Other Organization Stakeholders & Service Clubs   |
|---|--|---|---|--|---|--|
| <b>Key Considerations for Planning:</b> <ul style="list-style-type: none"> <li>◆ Maintain Costs</li> <li>◆ Provide more focus in Program Offerings and less quantity</li> <li>- multi-tiered offerings</li> <li>- teen opportunities</li> <li>- on individual rather than group</li> <li>- 50+ age group</li> <li>- better marketing &amp; communications of what is offered</li> <li>◆ Fitness / Wellness focus is an objective</li> </ul> |  |   |   |  |   |  |
| <b>Quality of Indoor Facilities</b>   | <ul style="list-style-type: none"> <li>◆ Abundant and well maintained</li> <li>◆ Protect asset</li> <li>◆ Upgrade pool</li> <li>◆ Old arena needs referee showers</li> </ul> | <ul style="list-style-type: none"> <li>◆ Excellent for size of community</li> <li>◆ Modernizing of spaces required</li> <li>◆ Retro-fit of some space for new uses at Riverlodge</li> <li>◆ Pool upgrading overall</li> <li>◆ Riverlodge built as community centre, but lacks events that would fulfill this use</li> </ul> | <ul style="list-style-type: none"> <li>◆ Great / well maintained</li> <li>◆ A lucky community</li> <li>◆ Pool upgrades a must</li> <li>◆ Referee change rooms upgraded</li> <li>◆ New sound system in old arena</li> <li>◆ Elementary gyms too small</li> <li>◆ Need skateboard park</li> </ul> | <ul style="list-style-type: none"> <li>◆ Old rink uncomfortable</li> <li>◆ Improve facility marketing and provide more “special” sports events and arts &amp; craft fairs</li> </ul> | <ul style="list-style-type: none"> <li>◆ Pool needs upgrade and is important to seniors, family and special needs</li> <li>◆ Storage at Riverlodge is a requirement</li> <li>◆ Riverlodge gook, but under utilized</li> </ul> | <ul style="list-style-type: none"> <li>◆ Pool chlorine an issue</li> <li>◆ Pool lift is not used</li> <li>◆ When pool is retro-fitted, consult community regarding design</li> </ul> |
| <b>Key Considerations for Planning:</b> <ul style="list-style-type: none"> <li>◆ Upgraded Pool</li> <li>◆ Improvements to referee change room in old arena</li> <li>◆ Modernize and retro-fit to meet today's needs</li> <li>◆ Consider senior, family and special needs in all changes planned for facilities</li> </ul>   |  |   |   |  |   |  |
| <b>Is the Municipality Meeting the Needs of:</b>  |  |   |   |  |   |  |
| <b>Outdoor Sports Groups</b>  | <ul style="list-style-type: none"> <li>◆ Need to improve tennis courts</li> <li>◆ Need skateboard park (ideally indoors)</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Excellent relative to our weather</li> <li>◆ Lack good tennis courts</li> <li>◆ Good provision</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Good with baseball</li> <li>◆ Too many hoops to jump with department</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Okay</li> </ul>   | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Good / Responsive</li> </ul>  |

| Question / Subject Area          | Key Responses from Elected Officials & Rec Commission   | From Staff & Administration  | From Sports & Recreation Organizations   | From Cultural Stakeholders  | From Seniors   | From Other Organization Stakeholders & Service Clubs  |
|----------------------------------|---|--|--|---|--|---|
|                                  | <ul style="list-style-type: none"> <li>◆ Very good</li> <li>◆ Good job in partnering</li> <li>◆ Issues are dealt with promptly</li> <li>◆ We can always do better</li> <li>◆ Good leadership from Department</li> </ul>                                     | overall  | <ul style="list-style-type: none"> <li>◆ Department needs to be more pro-active, not reactive</li> </ul>   |   |  |   |
| <b>Indoor Sports Groups</b>      | <ul style="list-style-type: none"> <li>◆ Skateboard park needed</li> <li>◆ Good relationships</li> <li>◆ Good leadership</li> <li>◆ Department is very accommodating</li> <li>◆ We sometimes forget about new groups</li> </ul>                             | <ul style="list-style-type: none"> <li>◆ Good relationship</li> <li>◆ Groups are spoiled</li> <li>◆ Swimming pool too utilitarian</li> <li>◆ Minor hockey phenomenal</li> <li>◆ Cost to provide ice rinks not well understood</li> </ul>                                 | <ul style="list-style-type: none"> <li>◆ There is a limit to how much hockey will pay for ice</li> <li>◆ Takes too much time to clean ice</li> <li>◆ Good services provided to most</li> </ul> | <ul style="list-style-type: none"> <li>◆ Okay</li> </ul>  | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul>                                      | <ul style="list-style-type: none"> <li>◆ Well done</li> <li>◆ Excellent</li> <li>◆ Fees are a concern</li> </ul>  |
| <b>Arts &amp; Culture Groups</b> | <ul style="list-style-type: none"> <li>◆ Small museum presents a problem</li> <li>◆ Museum needs more outreach</li> <li>◆ Needs arts in public places policy</li> <li>◆ Library services excellent</li> <li>◆ Arts need to reflect northern area</li> </ul> | <ul style="list-style-type: none"> <li>◆ Relationship between community and theatre is eroding due to control</li> <li>◆ Opportunities abundant</li> <li>◆ Museum is costly</li> <li>◆ Rec. Dept provides minimum in this area – it is not their full mandate</li> </ul> | <ul style="list-style-type: none"> <li>◆ Theatre not as available to public as it should be</li> <li>◆ Craft Fairs a success</li> <li>◆ Great theatre well utilized</li> </ul>                 | <ul style="list-style-type: none"> <li>◆ Arts &amp; Craft Fairs would not exist without Rec Department</li> <li>◆ Museum provides good program</li> <li>◆ Community performing arts needs not met under current management with School Board</li> </ul> | <ul style="list-style-type: none"> <li>◆ Need musical component to Canada Day</li> </ul>             | <ul style="list-style-type: none"> <li>◆ Need a shift in programs towards more arts &amp; culture</li> <li>◆ Maybe need an Arts Foundation</li> <li>◆ Not a City Parks &amp; Rec mandate</li> </ul> |
| <b>Seniors</b>                   | <ul style="list-style-type: none"> <li>◆ Housing is priority – not recreation</li> <li>◆ New facilities not</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Need to recognize ethnic diversity – e.g.</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Department should do more</li> <li>◆ Swimming pool</li> </ul>   | <ul style="list-style-type: none"> <li>◆ In Kitimat, the “Squeaky Seniors Wheel” does not</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Social theme is important</li> <li>◆ Fishing and</li> </ul> | <ul style="list-style-type: none"> <li>◆ Dedicated families and city must partner</li> </ul>  |

| Question / Subject Area                                 | Key Responses from Elected Officials & Rec Commission  | From Staff & Administration  | From Sports & Recreation Organizations  | From Cultural Stakeholders  | From Seniors   | From Other Organization Stakeholders & Service Clubs  |
|---|--|--|---|---|--|---|
|   | <ul style="list-style-type: none"> <li>warranted yet, but let's make best of existing</li> <li>◆ Recognize needs, but more partnering required</li> <li>◆ Recognize ethnic diversity</li> </ul>  | <ul style="list-style-type: none"> <li>◆ bocce courts</li> <li>◆ Facilities are there now, department needs to provide more focus on seniors programs</li> </ul>   | <ul style="list-style-type: none"> <li>◆ accessibility improved</li> <li>◆ Seniors housing is priority</li> </ul>   | <ul style="list-style-type: none"> <li>◆ get the grease</li> <li>◆ Housing needs to take priority over recreation</li> </ul>  | <ul style="list-style-type: none"> <li>◆ hunting is important to male seniors</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Seniors also have responsibility for cost along with the City</li> <li>◆ Pathways important</li> <li>◆ Need dedicated space</li> </ul> |
| <b>General Public through Park &amp; Pathway System</b> | <ul style="list-style-type: none"> <li>◆ Public pathway and walkway is an asset, but need to improve as we go</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Hirsch Creek &amp; Radley Park needs upgrading</li> <li>◆ Signage required</li> <li>◆ Upgrades required</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Trail Signage and fix ups required</li> </ul>  | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Pathways are important to seniors, they are well supplied, but need fixing</li> </ul>     | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul>   |
| <b>Community Wide Events</b>                            | <ul style="list-style-type: none"> <li>◆ Weather makes planning risky</li> <li>◆ Canada Day expansion warranted</li> <li>◆ Need to bolster Canada Day Event</li> <li>◆ Accommodations &amp; parking are lacking</li> <li>◆ Music introduced</li> <li>◆ Need more volunteers</li> </ul> | <ul style="list-style-type: none"> <li>◆ Weather makes for risk</li> <li>◆ July 1<sup>st</sup> and Fishing Derby are key events – improve where possible</li> <li>◆ Department plays a support role</li> <li>◆ Expensive, so expand on existing – don't add new</li> </ul> | <ul style="list-style-type: none"> <li>◆ Weather risky</li> <li>◆ Parking Department needs to better promote Halloween event and keep it going</li> </ul> | <ul style="list-style-type: none"> <li>◆ Weather risky</li> <li>◆ Need new ideas and more advertising for events</li> <li>◆ Fairs limited by facilities</li> <li>◆ More children's opportunities at events</li> </ul> | <ul style="list-style-type: none"> <li>◆ Weather risky</li> <li>◆ November 11<sup>th</sup> is very important to seniors</li> </ul> | <ul style="list-style-type: none"> <li>◆ Need more focus on Douglas Trail Development</li> </ul>  |
| <b>Maintenance</b>                                      | <ul style="list-style-type: none"> <li>◆ More flower beds and boulevard trees</li> <li>◆ Maintenance is first class</li> <li>◆ Focus on pride vis-à-vis vandalism</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Maintenance is good to excellent throughout</li> <li>◆ Pool has some maintenance problems</li> <li>◆ Water drainage issue</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Supervision outside of arena is an issue</li> </ul>  | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul>   | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Good</li> </ul>  |

| Question / Subject Area   | Key Responses from Elected Officials & Rec Commission  | From Staff & Administration  | From Sports & Recreation Organizations  | From Cultural Stakeholders   | From Seniors  | From Other Organization Stakeholders & Service Clubs  |
|---|--|--|---|--|---|---|
| <b>Role of Community Groups / Public in Maintenance &amp; Development</b> | <ul style="list-style-type: none"> <li>◆ Not grass cutting, but certainly need partnerships intact</li> <li>◆ Current agreements work well</li> <li>◆ Adopt a park program is good approach</li> </ul>   | <ul style="list-style-type: none"> <li>◆ We should encourage this</li> <li>◆ We must provide standards and ensure sustained maintenance if public does it</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Partnerships in maintenance area a must</li> <li>◆ Traditional groups still believe that government is responsible for everything</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Partnerships are key to system</li> </ul>   | <ul style="list-style-type: none"> <li>◆ Partnerships are way to go</li> </ul>  | <ul style="list-style-type: none"> <li>◆ Use pay is way to go</li> </ul>                              |
| <b>Infrastructure Needs / Amenities</b>                                   | <ul style="list-style-type: none"> <li>◆ Pool upgrade retro-fit</li> <li>◆ Skateboard park</li> <li>◆ Upgrade old arena</li> <li>◆ Better usage at Riverlodge</li> <li>◆ Cautious approach to upgrades</li> <li>◆ Seniors needs, but with their financial support</li> <li>◆ No new development required</li> <li>◆ Better accessibility to outdoor areas</li> <li>◆ Better communication &amp; education</li> </ul> | <ul style="list-style-type: none"> <li>◆ Retro-fit not new</li> <li>◆ Pool upgrades</li> <li>◆ Reassess need for boxing / climbing wall &amp; court sports</li> <li>◆ New campground</li> <li>◆ Tennis court upgrade</li> <li>◆ Upgrade walking paths</li> </ul> | <ul style="list-style-type: none"> <li>◆ Washrooms on fields &amp; park system</li> <li>◆ Seven good tennis courts</li> <li>◆ Skateboard park</li> <li>◆ Field repairs and maintenance</li> <li>◆ Pool upgrade</li> <li>◆ Retain two rinks</li> </ul> | <ul style="list-style-type: none"> <li>◆ Additions to Riverlodge</li> <li>◆ Parking for events</li> <li>◆ Elevator in museum</li> <li>◆ River access improved</li> </ul> | <ul style="list-style-type: none"> <li>◆ Hirsch Creek and Provincial park closed too early</li> <li>◆ Access to logging roads an issue</li> </ul> | <ul style="list-style-type: none"> <li>◆ Seniors centre attached to one of our rec centres</li> </ul> |

| Question / Subject Area   | Key Responses from Elected Officials & Rec Commission   | From Staff & Administration  | From Sports & Recreation Organizations  | From Cultural Stakeholders                                      | From Seniors   | From Other Organization Stakeholders & Service Clubs   |
|---|---|--|---|---|--|--|
| <p><b>Key Considerations for Planning:</b></p> <ul style="list-style-type: none"> <li>◆ Pool Upgrades</li> <li>◆ Skateboard parks</li> <li>◆ Improvements to pathway system</li> <li>◆ Campground expansion</li> <li>◆ Parks and field repairs and maintenance</li> <li>◆ Public washrooms</li> <li>◆ Fix and improve old before new</li> <li>◆ Seniors spaces / facility needs</li> <li>◆ Old arena upgrades</li> <li>◆ Re-assess need for climbing wall / court sorts / boxing</li> </ul> |   |  |   |   |  |  |
| <p><b>Approach to User Fees / Recovery Rates</b></p>  | <ul style="list-style-type: none"> <li>◆ Take care with user rate increases</li> <li>◆ Try to achieve overall 40 – 50% recovery</li> <li>◆ Increase involvement of groups where possible</li> <li>◆ Make 32% recovery our goal</li> </ul> | <ul style="list-style-type: none"> <li>◆ Recovery rates too low for some facilities</li> <li>◆ There are some who cannot afford rates – we need to provide for all</li> <li>◆ Revenue from recreation is only 4.5% of total municipal revenue</li> <li>◆ Smarter and better is required</li> </ul> | <ul style="list-style-type: none"> <li>◆ Don't raise fees too high</li> </ul> | <ul style="list-style-type: none"> <li>◆ No comments</li> </ul> | <ul style="list-style-type: none"> <li>◆ Industry has always subsidized</li> </ul> | <ul style="list-style-type: none"> <li>◆ City should not compete directly with private sector</li> <li>◆ We have the attitude that industry pays – not the individual</li> </ul> |
| <p><b>Key Considerations for Planning:</b></p>  | <ul style="list-style-type: none"> <li>◆ User pay increases for services must be kept marginal</li> <li>◆ There are have and have nots to consider</li> </ul>   |  |   |   |  |  |

| Question / Subject Area                           | Key Responses from Elected Officials & Rec Commission  | From Staff & Administration   | From Sports & Recreation Organizations  | From Cultural Stakeholders   | From Seniors   | From Other Organization Stakeholders & Service Clubs   |
|---|--|---|---|--|--|--|
| <b>Key Issues to be Considered in Master Plan</b> | <ul style="list-style-type: none"> <li>◆ Seniors facility needs as in dedicated space at Riverlodge</li> <li>◆ Pool retrofits</li> <li>◆ Parks &amp; pathway system upgrades</li> <li>◆ Building partnerships</li> <li>◆ Skateboard facility</li> <li>◆ More focus on program opportunities less delusion</li> <li>◆ Time for risk taking</li> <li>◆ Public access improvements to Bay</li> <li>◆ Future implications of change</li> </ul> | <ul style="list-style-type: none"> <li>◆ Time to move into the 21<sup>st</sup> Century</li> <li>◆ Reliance upon industry is gone</li> <li>◆ Pool retrofits</li> <li>◆ Breakout of traditional mode</li> </ul> | <ul style="list-style-type: none"> <li>◆ Get rid of attitude that government pays for everything</li> <li>◆ Recreation Commission needs to play bigger role – too much department influence</li> <li>◆ Greater facilitation less direct delivery</li> <li>◆ Maintain / sustain walking system</li> <li>◆ Relationship with Village</li> <li>◆ Bathroom facilities at soccer fields</li> <li>◆ Leadership and volunteer resources lacking</li> </ul> | <ul style="list-style-type: none"> <li>◆ Consider demographic changes</li> <li>◆ How to overcome instability from industry</li> <li>◆ Volunteer acquisition</li> </ul> | <ul style="list-style-type: none"> <li>◆ Good walkways</li> <li>◆ Modification of facilities for senior use</li> <li>◆ Space seniors can call their own</li> <li>◆ Seniors fitness</li> <li>◆ Indoor track in arena retained</li> <li>◆ Renovate pool</li> <li>◆ Theatre is important</li> </ul> | <ul style="list-style-type: none"> <li>◆ Focus on outdoors</li> <li>◆ Volunteerism</li> <li>◆ Explore education recreation link</li> <li>◆ Wildlife viewing area in partnership with industry</li> </ul> |
| <b>Key Considerations for Planning:</b>           | <ul style="list-style-type: none"> <li>◆ Move from traditional thinking</li> <li>◆ Adjust to change in numbers and in recreation trends</li> <li>◆ Improve water access</li> <li>◆ Partnership building</li> <li>◆ Teach independence not reliance – greater facilitation, less direct provision</li> <li>◆ Pool retros</li> <li>◆ Facility retros</li> <li>◆ Pathway upgrades</li> </ul>  |   |   |  |  |  |

---

## 5.0 FINANCING RECREATION SERVICES

The cost to supply Recreation services to residents in 2001 is budgeted at \$2,758,280 (this excludes grants to user groups, festival and event promotion and Engineering Department costs attributed to snow clearing / maintenance on walkways and grass maintenance). Offsetting revenue from Recreation services (facility rentals, user fees, program fees and other service fees) is budgeted at \$776,515 (see Figure 5.2).

The Net cost to supply Recreation services as attributed to the Recreation Department in 2001 is \$1,981,765 per annum or an overall recovery of 28%. If gardening, grass cutting, walkway maintenance, community event promotion and assistance to community recreation organizations (excluding seniors, theatre, museum and library) is included, the overall cost to supply and maintain recreation services and parks is \$2,480,000 and the recovery is 22.3%.

The **net annual cost** per resident, using this latter analysis, is \$242.72. Using the formal Recreation Department budget, the **net cost** per resident is \$178.00.

In June of 1999, Stantec prepared an organizational review that compared gross per capita expenditures in municipal services. At that time, Kitimat was recorded to have spent \$258.00 per capita, per year, on Parks & Recreation services compared to an average of \$176.00 for ten other communities including:

|                 |       |
|-----------------|-------|
| ♦ Terrace       | \$175 |
| ♦ Williams Lake | \$207 |
| ♦ Salmon Arm    | \$100 |
| ♦ Quesnel       | \$87  |
| ♦ Revelstoke    | \$130 |
| ♦ Prince Rupert | \$266 |
| ♦ Powell River  | \$258 |
| ♦ Port Alberni  | \$270 |
| ♦ Ft. St. John  | \$76  |
| ♦ Dawson Creek  | \$194 |

Kitimat's gross per capita expenditure in 2001 was approximately \$247.00 per capita (as per Recreation Department budgets alone), still well above averages shown for 1999. While the cost to provide services is higher than other comparable municipalities, the level of service delivery is also higher with above average parks and open space areas, increased kilometers of walkways and indoor ice arena supply that goes well beyond supply in other jurisdictions.

Also of significance is the fact that due to a large industrial / commercial tax base, residential taxes are low at \$1,134.00 per \$100,000 assessed value in property and, with the provincial subsidy, this amounts to approximately \$684.00 per \$100,000 assessed value.

Residential property tax in 2001 represented only 18% of all property tax revenues. Therefore, the net cost per resident to supply Parks & Recreation services, whether it is calculated on a department budget basis or if all Municipal costs are rolled in, is actually very low at between \$32.00 and \$41.00 per person. Between \$128 and \$166 net cost per person is supported by industry through industrial taxation.

## 5.1 PROPENSITY OF THE PUBLIC TO PAY MORE

The household survey asked respondents if, and at what level, they would be willing to accept increased annual tax raises for need improvements. The results (Table 5.1) suggest that two in three households on average are willing to pay tax increases for recreation. Reluctance to pay increases with age. The mean average, or that amount that might be tolerated by resident taxpayers, is around \$40.00 per year or the capacity to generate close to \$170,000 per year from residential taxation.

A similar levy on Industrial Commercial would have greater impact as total industry and commercial taxation would see increases of approximately \$745,000 / year. Alcan Primary Metal Group's share alone might reach \$328,000 (44% of total municipal tax revenue in 2001)

**Table 5.1 Propensity of Residents to pay more Taxes for Recreation**

| Annual Increase | Households with Children |      | Adult Households |      | Seniors Households |      | Overall Affiliations |      |
|-----------------|--------------------------|------|------------------|------|--------------------|------|----------------------|------|
|                 | # resp                   | %    | # resp           | %    | # resp             | %    | # resp               | %    |
| No More         | 96                       | 31%  | 86               | 35%  | 26                 | 39%  | 208                  | 33%  |
| \$25            | 75                       | 24%  | 63               | 26%  | 23                 | 34%  | 161                  | 26%  |
| \$50            | 65                       | 21%  | 43               | 17%  | 14                 | 21%  | 122                  | 20%  |
| \$75            | 15                       | 5%   | 9                | 4%   | 1                  | 1.5% | 25                   | 4%   |
| \$100           | 32                       | 10%  | 24               | 10%  | 1                  | 1.5% | 57                   | 9%   |
| Up to \$150     | 28                       | 9%   | 20               | 8%   | 2                  | 3%   | 50                   | 8%   |
|                 | 311                      | 100% | 245              | 100% | 67                 | 100% | 623                  | 100% |

While the public recognize and are willing to pay nominal tax increases to support recreation development, there remains some concern regarding user fee increases (see survey comments) and the realization that Kitimat is comprised of some lower income families who may not be able to access services.

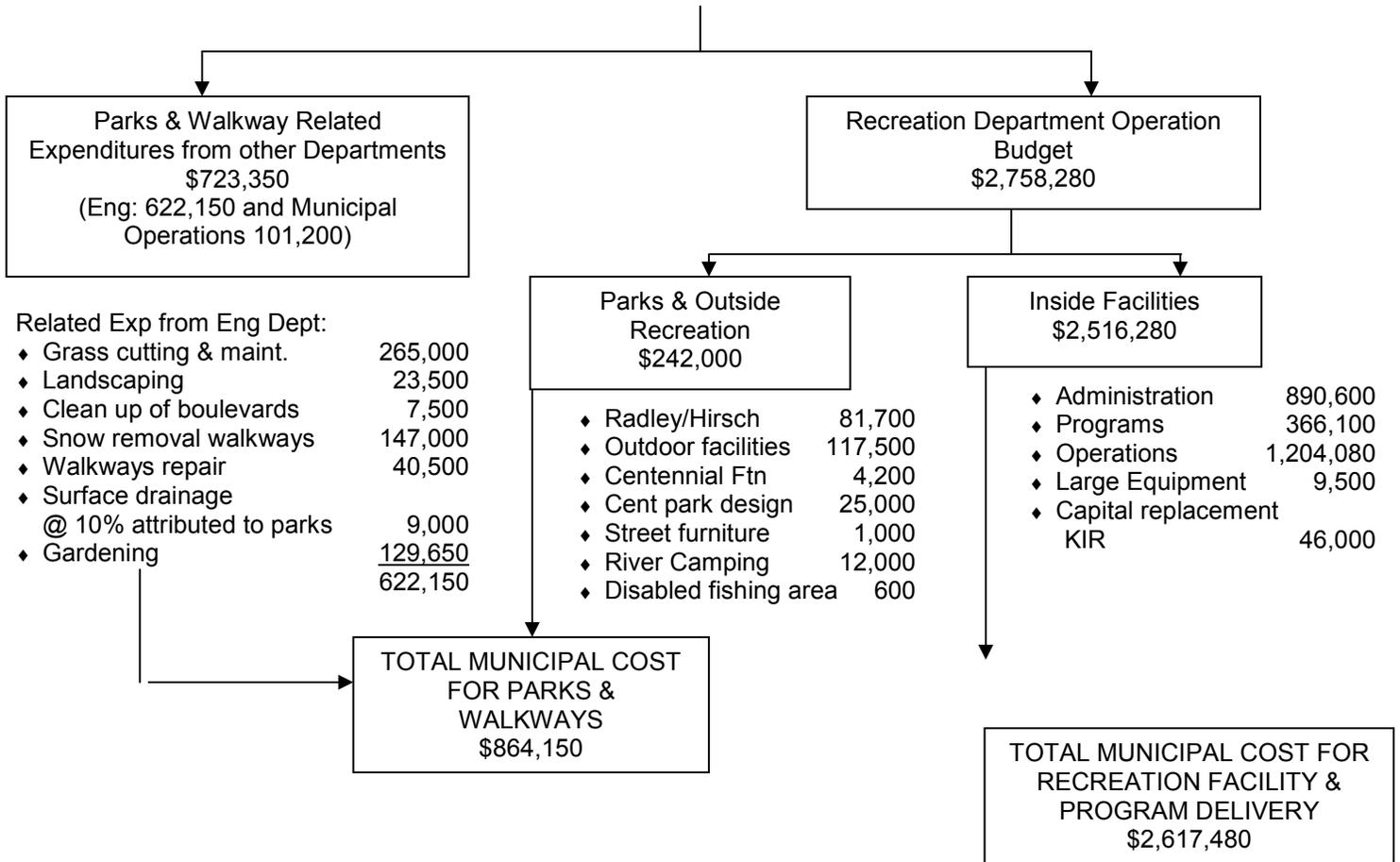
In general, there is room in the short term to acquire increased public revenue through taxation for needed development. Whether or not such funds are necessary will depend upon the willingness of Council to expend reserve capital for capital development and upgrade. Overall the Municipality is in good financial stead and, while population decreases may be experienced over the next five-year period, the taxation revenue would be sustained at close to current levels unless any or all industry plants actually sold off equipment and removed infrastructure.

## 5.2 RECREATION EXPENDITURE BALANCE

Figure 5.2 shows a snap shot of Parks & Recreation spending and revenue as taken from the 2001 budget. A distinction is made for recreation related expenditures that occur from other Municipal budgets.

**Figure 5.2 2001 Recreation Budget**

|   |
|---|
| Total Municipal Revenue<br>\$1.94M<br>(inc. transfers, reserve funds and sales of services) |
|---|



Recreation related expenditures from Municipal Operations Budget:

- ◆ Festivals, Events & Promo(e.g. Canada Day) 39,200
- ◆ Grants to Rec Groups 62,000
- \$101,200

| REVENUE FROM PARKS & REC SERVICES |         |
|-----------------------------------|---------|
| ◆ Program Fees                    | 243,500 |
| ◆ Rentals & sales                 | 477,415 |
| ◆ Camping Fees                    | 55,600  |

TOTAL COST MUNICIPAL PARKS / RECREATION SERVICES / RECREATION SUPPORT & COMMUNITY EVENTS \$3.48m

TOTAL REVENUE FROM PARKS & REC SERVICES \$776,515

Actual overall Municipal Recovery 22.3% (discounting capital cost recovery)

**Noteworthy Findings:**

1. The Municipal split in budget spending for Outdoor Parks & Recreation Resources is 25%, compared to 75% for Indoor Facilities and Program Services.
2. Administration of Indoor Facilities represented 35% of the total Indoor Facility budget.
3. Operational Costs for Indoor Facilities represented 47% of the total Indoor Facility budget.
4. Program Services Costs represented 14% of the total Indoor Facility budget and showed an annual net of \$122,600. The recovery rate for programs is 66% (note that the cost of using facility spaces is not calculated in).
5. Campground Operations cost close to \$82,000 (not in grass cutting) and returned \$55,600 in fees for a recovery rate of 67%. With grass cutting included, the recovery would be far less.
6. The development and/or maintenance cost attributed to improved walkways, park furniture, landscaping (not playground related) amounted to \$65,000, which is close to 9% of total Municipal budgets for Outdoor Maintenance on parks and walkways. The public is demanding improvements in these areas.
7. Grass cutting in summer months and snow removal on walkways in winter months account for 56% of Public Parks and Walkways expenditures (\$412,000). Outsourcing / privatizing grass cutting should be looked at as it represents 36% of the budget (\$265,000).
8. Overall Recovery rates for Indoor Facility operations are running at approximately 31%, including administration overhead (this excludes large equipment and capital replacement). Shown below are individual facility recovery rates with and without administration overhead (common costs). In all cases, the administration overhead is taken at 91% of total administration overhead or \$250,523 to reflect that portion of the Recreation budget (91%) allocated for Indoor Facility services and then pro-rated equally amongst the four facilities show.

| <b>Facility</b> | <b>Revenue</b> | <b>Expenditure</b> | <b>Recovery</b> | <b>Exp with overhead</b> | <b>Recovery</b> |
|-----------------|----------------|--------------------|-----------------|--------------------------|-----------------|
| Tamitik         | 154,325        | 445,100            | 34.7%           | 507,730                  | 30%             |
| KIR             | 105,100        | 255,800            | 41%             | 318,430                  | 33%             |
| Pool            | 210,290        | 613,580            | 34%             | 676,210                  | 31%             |
| Riverlodge      | 251,200        | 711,900            | 35%             | 774,530                  | 32%             |

### 5.3 FINANCIAL REVIEW CONCLUSIONS

Kitimat residents enjoy a high degree of Recreation servicing at costs well below that charged in other centers. For example:

- a) Average recovery rates for public Indoor Swimming Pools range between 38% and 45% in northern communities. Kitimat is at 31%
- b) Average recovery rates for Public Arenas in BC are approaching 60% and in northern communities 50 – 55% (note: the average recovery for arenas in Alberta is 66%). Kitimat is at an average of 31% for the two arenas.
- c) Multi-purpose Indoor Recreation Facilities differ from one community to the other, but generally through northwestern Canada, they will approach 50%, especially where Social Halls and Banquet Spaces are made available. Recovery at Public Fitness Facilities is actually beyond 100% in most jurisdictions.
- d) Parks & Recreation service delivery would appear to be highly dependant upon human resource costs (administration), particularly as related to Indoor Facilities. Administration accounts for 35% of the recreation services budget. This is not a concern for the present time and typical of departments who provide soft service / front line delivery, however, it is an area that should be examined if the Municipality is faced with the need for cutbacks in the future.
- e) Community operated Camping Facilities are operated at a loss. This is an area that should be carefully examined, relative to privatizing or leasing to a not-for-profit organization. Such a move would also force a decision to discontinue and/or restrict camping in unauthorized locations, thereby eliminating unfair competition.
- f) Budget and accounting practice is done on a facility specific basis with program and administration coordinator positions assigned to specific facilities, e.g. Tamitik versus Riverlodge. While this can encourage independent staffing teams to improve net operations, it may also cause competition between facilities from a program and service offering perspective. There may be advantages to creating a team approach to public programming that works independently of facilities and provides synergy in re-focusing efforts to meeting overall community program objectives as opposed to facility specific objectives.

The user rates to rent facilities are tied directly to corporate philosophy and policy wherein:

- adults are not subsidized and pay 100% of the cost to provide
- seniors and children are up to 50% of adult charges
- students are up to 25% of adult charges

The “up to” statements tend to set the bar for recovery, but also provide flexibility of services to run programs at no cost to the participant.

Recovery targets for rentals are better set to reflect a return (say 110% of actual costs) on adult programs and specific recovery for others (e.g. seniors and children at no less than 50% of actual cost.).

The philosophy of maintaining low recovery in publicly sponsored program services tend to reduce opportunities for public not-for-profit and private groups to take on services since there is a pre-conditioned value set for the service and such values will not permit economic recovery for volunteer groups in the community. One example being Radley Park: Why would a group or private operator consider building a campground and competing against the publicly subsidized services at Radley Park?

While many not-for-profit groups have taken over traditional public sector services (e.g. gymnastics, swim lessons), their ability to meet break even operations depends upon a high degree of fund raising and financial assistance from the Municipality. In short, the philosophy of providing highly subsidized, low cost services has created a market that is dependant on public financing. This makes it difficult to pass on services to not-for-profit groups and the private sector and perpetuates a reliance upon government.

- g) The degree of public spending on Indoor Facilities and their associated programs (75% focus of budget funding) has jeopardized the upgrading of Outdoor Parks and Open Space resources (25% allocated) at a time when the public is starting to demand greater improvements to outdoor resources. And, while it is not as simple as re-allocating resources from one to the other, it does suggest a need to examine the potential of setting higher recovery rates on facility services to free up the capital necessary to improve campgrounds, parks, walkways, courtyards and park furniture throughout Kitimat.

In this regard, and as an example, the subsidized youth rate to rent one hour of prime time ice at KIR is about \$45.00 / hour, while the cost with overhead included to provide one hour of prime time ice is over \$150.00 / hour. Based on user fee rental policies, the youth subsidized cost should be closer to \$65.00 / hour. Of interest is that adult rates are charged at \$118.00 / hour for prime time. If this is 100% of cost, then subsidized youth should be at \$59.00 / hour, not \$45.00 / hour. The \$14.00 / hour difference in this analysis would likely generate an additional \$14,000 - \$20,000 / year from ice arenas.

- h) Set target levels for revenue generation through recreation facility fees, even under the best plans will diminish with the reduced population expected to occur over the next five-year period (and maybe beyond). This being the likely scenario for the short term, the targeted recovery of 32% for the Department will be challenging without a gradual increase in service fees.

On the positive side, the reduction in youth (as a % of population) will see less consumption at 50% subsidy rates and some increase in adult consumption at 100% recovery as adults begin accessing facilities that traditionally are subscribed to youth; prime time ice rentals to adults as opposed to youth is a good example.

- i) Demands shown for improved outdoor infrastructure and aquatics upgrade will require increased allocation of reserve funds and/or tax increases if demands are to be met in a quality fashion. A ten year capital plan must be established for:
- ◆ Walkway development improvements (upgrades, new connections, signage and urban pathway furniture
  - ◆ Designation of bicycle pathways and on-road lanes
  - ◆ Increased planting / beautification of boulevards / courtyards, / ornamental parks
  - ◆ Riverlodge / Radley Park community park upgrade plan
  - ◆ Skateboard park
  - ◆ Improved Tennis Court / hard surface areas
  - ◆ Park and campground furniture upgrades
  - ◆ Special parks like seniors courtyard, snowboarder's park

## 6.0 FOCUS GROUP MEETINGS

### 6.1 OUTDOOR SPORTS & RECREATION FOCUS GROUP MEETING

On Tuesday, November 20<sup>th</sup>, consultants facilitated a meeting focusing upon Outdoor Sports and Recreation Group needs and issues.

Twenty-two workshop participants were asked to brainstorm and list the outdoor recreation opportunities available in the District and then, as individuals weight the importance of these activities as future planning priorities. Participants were also asked to record where the responsibilities lie in terms of resource provision. The results are as follows. A list of attendees is included in Table 6.1.2.

**Table 6.1 Outdoor Activities / Opportunities**

| Priorities Requiring Development Attention  | Weighting Points* | Attention Required  |
|---|-------------------|---|
| Outdoor Soccer  | 107               | Washrooms / change rooms  |
| Cross Country Skiing  | 66                | Retention of golf club trails, sustain / negotiate                                      |
| Trail Hiking  | 52                | Trail upgrades  |
| Minor Softball  | 48                | Washrooms / field upgrades  |
| Golf  | 41                | Increased business / operational revenue  |
| Rifle Range   | 38                | Important to sustain  |
| Snowmobiling  | 36                | Grooming / trail upgrades (75 members)  |
| Slow Pitch  | 31                | Washrooms / Field upgrade   |
| Guiding / Scouting  | 27                | Increased leadership resources  |
| Naturalists / Nature  | 15                | Increased opportunity and exposure  |
| Tennis  | 12                | Upgrade courts  |
| Archery   | 10                | Sustain   |
| Mentions under 10 points weighting include: <ul style="list-style-type: none"> <li>◆ Mountain biking</li> <li>◆ Camping</li> <li>◆ Adult Soccer</li> <li>◆ Skateboarding</li> <li>◆ Kayaking</li> <li>◆ Sea Cadets</li> <li>◆ Flying Club</li> <li>◆ Fly Tying</li> <li>◆ Equestrian</li> <li>◆ Scuba</li> <li>◆ Adult Adventure Programming</li> </ul> |                   | Suggested need for improved marketing and exposure, volunteers, more participants, etc. |

\* Participants weighted each outdoor program / resource by allocating 25 points (cents) to their choices. It was compulsory for each to place 10 points (cents) on a least one item, thereby forcing them to make priority choices.

#### **Suggestions made to Increase Volunteers:**

- ◆ District provide tax credit for volunteering
- ◆ Start volunteer bureau
- ◆ Use Welcome Wagon as vehicle
- ◆ Provide credits to High School Students who volunteer with community associations
- ◆ Develop "Town Cryer" Board to inform of opportunities and needed volunteers.

#### **Responsibility for Development**

Most agreed that resources for development must come from combined sources including the associations or groups themselves, Provincial Sports Associations (where applicable), local industry (including access to land base) and the District of Kitimat relative to sports field maintenance, facilitation for development and financial assistance, where possible.

**Key Outcomes:**

1. The opportunity for group to assemble and learn about each other, and share / discuss common issues was appreciated and all agreed that in the future, such opportunities should continue.
2. Outdoor Soccer field improvements, retention of local cross country ski trails and ball field improvements are required in the immediate future and District support and facilitation will be required.
3. Outdoor recreation activities, and the Associations that provide them, are not well marketed by groups. The District might consider focusing greater facilitation and marketing consultation in these areas.
4. Leadership development requires bolstering in the Outdoor Recreation delivery system, but not necessarily the Outdoor Minor Sports sector.

**Table 6.1.2 Outdoor Sports Focus Group Roster**

| Organization                                      |
|---|
| Kitimat Minor Softball                            |
| Kitimat Tennis Club                               |
| Softball BC Mens Coordinator                      |
| Kitimat Golf & Curling Club                       |
| Kitimat Scouting Association                      |
| Zone 7 Rep BC Archery / Rod & Gun                 |
| Kitimat Rod & Gun                                 |
| Alcan Shooting Club                               |
| Kitimat Fun Ball                                  |
| Kitimat Fun Ball                                  |
| Navy League of Canada (Sea Cadets)                |
| Traditional Bowhunters of BC                      |
| Cross County Ski Club                             |
| Mountain Bike Riding                              |
| Kitimat Valley Naturalists                        |
| Snow Valley Nordic Ski Club                       |
| Kitimat Cross Country Skiing                      |
| Kitimat Youth Soccer Association                  |
| Cross County Ski Club                             |
| Mountain Bike Riding                              |
| Kitimat Valley Naturalists                        |
| Hiking, Cross country Ski, Boating                |
| Cross Country Ski, Fishing, Kayaking, Windsurfing |
| Kitimat Snow Mobile Club                          |
| Kitimat Snow Mobile club                          |

**6.2 INDOOR SPORTS & RECREATION FOCUS GROUP MEETING**

On Wednesday, November 21<sup>st</sup>, consultants facilitated a meeting focusing upon Indoor Sports and Recreation Group needs and issues.

Twenty-one workshop participants were asked to list existing indoor facility spaces and resources and identify challenges or issues associated with each. A wish list of new facility improvements for the Community was also identified along with an indication of where financial resources should be sought. The results are shown as follows. A list of attendees is included in Tables 6.2.

**Existing Facilities**

**Challenges / Issues**

|                 |  |
|-----------------|--|
| Pool            | Lighting, enlarged kids pool, leisure pool, acoustics and larger family change rooms. Sauna oversized for amount of use – consider steam room  |
| Riverlodge:     |  |
| - Racquet Court | - Better promotion required  |
| - Weight Room   | - Expansion – more equipment   |
| - Gymnasium     | - Cosmetic upgrades and more seating   |
| - Climbing Wall | - Could be programmed better   |
| - Meeting Rooms | - Good, retain   |
| - Sauna         | - Great retain as is   |
| Tamitik and KIR | Spectator heating improvements and expansion in KIR. Put in concrete base for multi-use in KIR<br>Keep one squash court and better promote (Rec Dept)<br>Indoor walking track is great, retain and improve where possible. |
| School Gyms     | Closed in summer. Need summer access. Costs are an issue for some groups   |
| Curling rink    | Excellent facility, Curling needs more promotion / participation.  |
| Library         | No comments (ran out of time)  |
| Museum          | No comments (ran out of time)  |

**Wish List of New Ideas (not in priority)**

- ◆ Heating for Tamatik Arena
- ◆ Sound system for KIR
- ◆ Seniors Centre
- ◆ Indoor Field House (for soccer / indoor tennis / indoor track / batting cage)
- ◆ Indoor skate board
- ◆ Better showers in pool
- ◆ Pool water slide
- ◆ Dedicated gymnastics facility downtown
- ◆ More deck space at pool
- ◆ Outdoor Education Centre
- ◆ Covered horseshoes
- ◆ Improvements to female change rooms
- ◆ Greater variety of fitness equipment
- ◆ Free access for youth to gyms

## Methods of Funding New Development / Improvements

Participants were divided into three groups to identify, in priority, the best methods to attract dollars for new development.

All groups identified a list of common avenues, then each group prioritized. The results were as follows:

|                       |  |
|-----------------------|--|
| Most Prominent Means  | <ul style="list-style-type: none"> <li>◆ Economic development through improved marketing and strengthened partnerships, particularly with Province and Industry</li> </ul> |
| ↓                     | <ul style="list-style-type: none"> <li>◆ Cry to province – increased advocacy and greater pressure for assistance</li> </ul>   |
| Least Prominent Means | <ul style="list-style-type: none"> <li>◆ Raise fees and taxes</li> <li>◆ Increase volunteer involvement and fundraising</li> </ul>   |

**Table 6.2 Indoor Sports Focus Group Roster**

| Organization                       |
|------------------------------------|
| Figure Skating                     |
| Old timers Hockey                  |
| Friday Nite Alive                  |
| Weight Room                        |
| Navy League of Canada (Sea Cadets) |
| Scouts Canada                      |
| Karate                             |
| Karate                             |
| BC Special O                       |
| Senior Curling                     |
| Evening Badminton                  |
| Badminton                          |
| Soggy Joggers                      |
| Gymnastics                         |
| Gymnastics                         |
| Sports Enthusiast                  |
| Marlin Swim Club                   |
| Kitimat Minor Hockey               |
| Friday Nite Alive                  |
| Swim Club                          |
| Kitimat Minor Hockey               |

### **6.3 SENIORS FOCUS GROUP MEETING**

On Wednesday, November 21, 2001, consultants facilitated a meeting, focusing on Senior Parks & Recreation activity and facility needs and issues. Workshop participants (26) were asked to identify and prioritize present program priorities in 5 program areas:

- a. Outdoor sports / recreation opportunities
- b. Indoor sports / recreation opportunities
- c. Special events
- d. Culture & Arts
- e. Free Time pursuits

#### **a. Outdoor Sports and Recreation**

Seniors confirmed BC and Canada activity trends (see trends section) by identifying 3 priority recreation activities:

1. Walking on walkways and parkland alone, in groups or with pets for fitness and shopping excursions
2. Gardening for enjoying the outdoors and fitness
3. Barbecues on parklands for enjoyment of environment.

Two identified potential opportunities presently lacking amenities were lawn bowling and a horseshoe pitch.

#### **b. Indoor Sports and Recreation**

The seniors focus group identified socializing, indoor walking, card playing and other games as important recreation activities. The group also identified other potential activities that would be pursued provided that a dedicated facility (including equipment) is procured. The activities include pool, table tennis and shuffle board.

Of note, although not directly related to this study, is the seniors use of the Library for reading, research and as a potential genealogy resource centre.

Based on projected demographics, demand for seniors recreation opportunities will continue to increase. This suggests that a dedicated operating / socializing base for seniors is of importance.

#### **c & d. Special Events and Culture & Arts**

General leisure pursuit sampling provides both the consultant and the Recreation Department with a three dimensional picture of all leisure programs offered in the Community (including arts & Crafts).

This picture confirms existing mandates, or verifies the need to modify or completely change the scope of delivery by the client.

A Community is principally a "fish bowl" attracting each individual to join an activity or program. Eventually, the offering no longer attracts and activities falter.

#### **e. Free Time**

The final question asked of the seniors focus group related to identifying primary

activity each senior most highly protects and pursues on a regular basis. Responses to the question are varied and found in Table in Appendix C. Noteworthy is the variety of pursuits that require no program commitment.

#### **6.4 ARTS & CULTURE FOCUS GROUP MEETING**

On Tuesday, November 20, 2001 consultant facilitated a meeting focusing on Culture & Arts Community in Kitimat. Although this timely information does not directly impact on the Parks & Recreation Department's mandate, it may serve well to forward the findings to appropriate Community Culture and Arts service providers. For details see Tables in Appendix C.

## 7.0 TRENDS IN LEISURE PARTICIPATION

Not every community is alike in terms of what people tend to do with their leisure pursuits. Participation is often directly related to facilities available and leadership resources. While these differences exist, there are societal trends that will tend to influence the leisure behavior of existing and future residents.

### **FROM STRUCTURED TO CASUAL PARTICIPATION AND FROM TEAM TO INDIVIDUAL ACTIVITIES**

Structured programs and activities like the two-hour per week, twelve-week sessions will give way to casual drop in type activities. Our lifestyles at all ages are becoming too complex to accept structured activities during our non-work, non-school hours. This suggests, and is supported by surveys that show a strong appreciation and desire for multi-use pathways, skateboard facilities and water spray parks, where free time spent by youth is non-obligatory.

Structured programs for youth will remain important for many interest sectors (ice sports – swim lessons – outdoor team sports); however, there remains a majority of citizens, including youth who just want to do their own thing in their own time. Many also choose to play at a recreational and non-competitive level (e.g. shinney hockey, weekend league, etc.).

### **FROM DIRECTED PROGRAMS TO SELF DIRECTED LEARNING**

Individuals are learning how to develop the optimal balance between working at developing a new skill and enjoying that which we already know how to do. The most popular programs will be the ones that transfer the agenda to the participant, thereby allowing objective setting that is personalized to one's own desire and pace.

In Kitimat, this suggests an emphasis again on programs that are less structured but still provide outlets for skill development. Teach the basics through structured learning but allow the participant to access resources without being a "Club Member". This leads to freeing up spaces that are traditionally scheduled for programs, developing spaces and facilities that can be accessed at all times and promoting drop-in activities that provide collective participation suited for all ages.

### **LEISURE IS MOVING INTO THE OUTDOORS**

Recreation is most expensive when an indoor facility and / or a structured program is required. The outdoors offers a multitude of less expensive alternatives and it is showing. There are more people walking, jogging, bird watching and enjoying nature than ever before. Sand lot volleyball and outdoor basketball are growing in popularity and, where facilities are provided, sledding and cross-country skiing are on the rise. The appreciation of residents in Kitimat for trails and walkways attests to these desires.

**RECREATION / LEISURE  
IS MOVING AWAY  
FROM GOVERNMENT**

The growth in government provided services (Recreation Departments) after the Second World War is now declining and shifting back to Community volunteers. This shift is not as evident in Kitimat as in other centers with the Municipality still offering a wide variety of direct programming through Tamitik and Riverlodge. However, change has and will continue with the Swim Club taking on programs, minor sports doing their own thing, numerous clubs offering outdoor recreation programming and ethnic societies providing social activities.

The impact of volunteer run programming in Kitimat has worked well up to now because user fees and access to facilities has been kept low and much of the annual operating costs are met with tax dollars. However, with growth and demands for upgraded resources and the possibility over the next five years of reduced taxation, viability in operations cannot be achieved without increases in user fees and improved recovery in general.

In essence, the use of public dollars to subsidize facilities at higher than average rates has led to a dependency amongst the not-for-profit service providers. There is an expectation that the District can continue to provide low cost facility spaces. If the district is forced to cut back on future spending and thus reduce support to delivery system groups, there will be increased competition for available dollars and a polarization of interest groups, particularly between sports and culture.

**THERE IS A CONTINUED  
SHIFT OF GOVERNMENT  
FROM PROVIDER TO  
FACILITATOR**

The downloading of leisure programming from the public sector to the volunteer sector continues in Kitimat. The Recreation Department does their utmost to provide facilities at low cost, however, groups are now demanding additional resources to meet their program needs yet, in most cases, they do not possess the finances, skills in business planning and marketing skills to finance and operate their own affairs. Again, there is a strong dependency on, and an expectation that, the City provide for the cost of major facilities and ongoing support for volunteer run facilities.

This is an indication that the role of facilitator has not totally met the mark. Group planning to meet future needs is not apparent nor are there any planned opportunities for groups to share ideas, learn about grant programs and consider collaborative projects. Fostering improved communications and partnerships that are based on sound program and business planning will become an essential component of department services over the next twenty years.

**THE DEVELOPMENT OF THE  
“COMMUNITY VOLUNTEER”  
WILL BECOME  
INCREASINGLY IMPORTANT**

The recommended increase in the shift of department services from provider to facilitator will require a greater role by department staff to help organizations recruit and train future leaders and volunteers. Department sponsored clinics, community conferences and business / project planning workshops will be vital.

The senior's Community should be considered as an untapped resource for much of the volunteer assistance that will be required in the future. The household survey solicited names of residents interested in volunteering. Thirty-seven residents provided names and phone numbers to call (see survey results in Appendix B).

**INDOOR ICE ACTIVITIES  
IN KITIMAT WILL BE  
SUSTAINED OVER THE  
THE NEXT 10 YEAR PERIOD  
BUT WILL DIMINISH WITHOUT  
SUBSTANTIAL POPULATION  
GROWTH OVER THE NEXT  
20 YEAR PERIOD.**

Ice Hockey participation in Canada has been forecasted to grow 1% per year over the next ten-year period. This growth will be a result of population growth combined with increased demands by adult users and women.

Minor Hockey in 2001 had a registration of 355 players or 3.1% of Kitimat's total 1996 population. The 5 – 18 age group, the typical minor hockey market, numbers about 1500 in Kitimat suggesting that 23% of Kitimat's male youth are likely to be involved in minor hockey. This rate of participation is high compared to comparable communities.

In the 1999/2000 season, this group booked close to 1700 hours of ice time in the two arenas. Recognizing that one arena surface in one ice season (Oct 1 – Mar 30) can only supply up to 1700 hours of prime time ice (5 p.m. to 11 p.m. on weekdays and 7 a.m. to 11 p.m. on weekends), it can be said that, at current rates of participation, almost one full arena is required to support minor hockey alone. Of interest is that a typical team of 15 players, or each team in Kitimat (\*about 23 teams) received 74 hours of ice time in the season or close to 3.2 (closer to 4 when two teams are on the ice during games) hours of ice per week, a supply rate that is typical for northern and rural municipalities in both BC and Alberta at 2.5 – 3.0 hours / week.

The demands shown in minor hockey are directly related to a market that comprises 9% of the total population (males aged 5 – 18). The future minor hockey market does not reflect these numbers (410 in the male 0 – 5 age group or 3.6% of the '96 census population), suggesting that without population increase, a drop in registration will occur. Note: the minor hockey president suggested a 50% increase over the next five years – contrary to what demographic projections would indicate.

Figure skating demand is often difficult to measure because the sport will flourish where instructors are available and where ice time can be acquired. With a relatively small population base in Kitimat, qualified instructors are not always available and must be imported for lessons, particularly competitive level athletes. Figure skating lessons accounted for 643 ice hours in 2000 or 18% of the total annual hours booked.

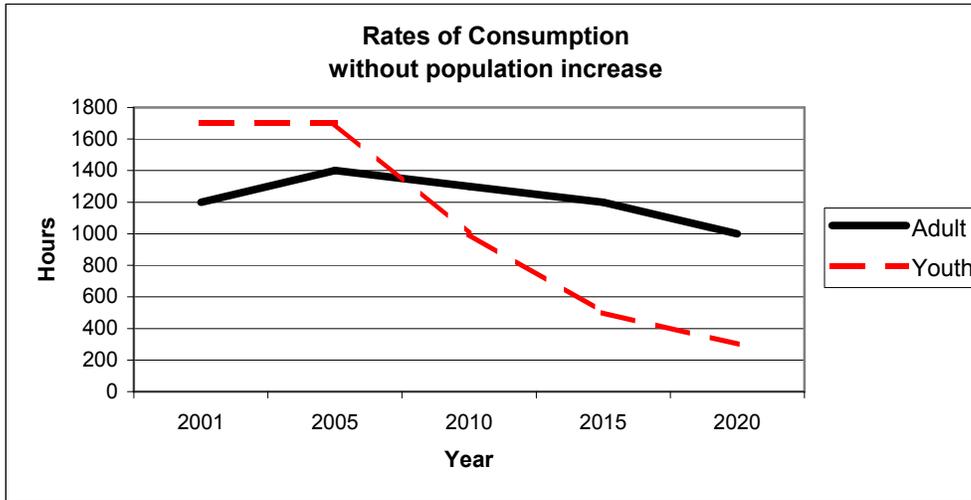
In general, Kitimat ice consumption with two available arenas and at the current population is at 100% during prime time. Breakdown of use both in 2000 and what can be expected relative to market population is presented as follows:

**Table 7.1 Consumption Rates for Ice in Kitimat**

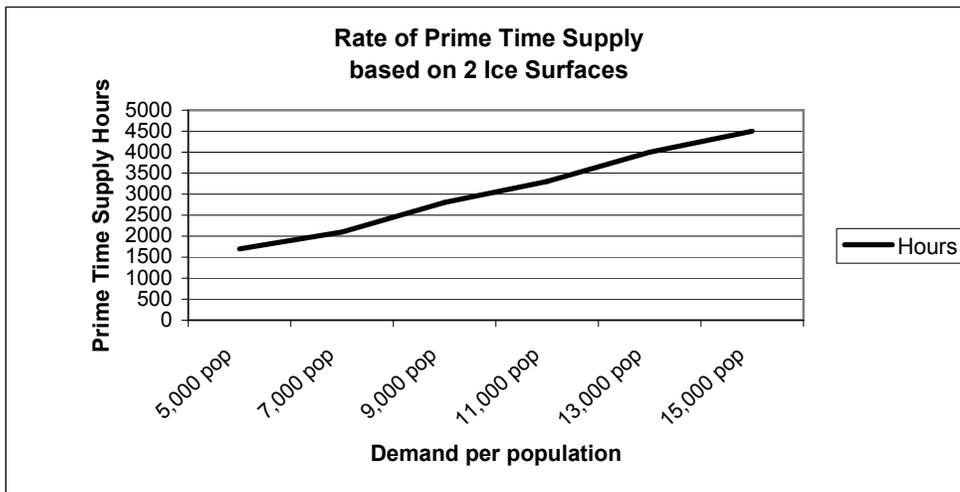
|   | Year 2000<br>Consumption / hrs<br>per 11,000 pop | Prime time %<br>Use | Year 2000<br>Consumption per<br>1,000 pop (9%) | Consumption<br>@ 9,000 pop |
|---|--|---------------------|--|----------------------------|
| <b>Rented:<br/>(predominantly Adults &amp; Prime Time)</b>                |  |                     |  |                            |
| <b>Minor Hockey</b>   | <b>1471</b>                                      | <b>42%</b>          | <b>132</b>                                     | <b>1188</b>                |
| <b>Figure Skating</b>   | <b>643</b>                                       | <b>19%</b>          | <b>58</b>                                      | <b>522</b>                 |
| <b>Old timers</b>   | <b>555</b>                                       | <b>16%</b>          | <b>50</b>                                      | <b>450</b>                 |
| <b>Fun Hockey</b>   | <b>202</b>                                       | <b>6%</b>           | <b>18</b>                                      | <b>162</b>                 |
| <b>Private Rentals</b>  | <b>443</b>                                       | <b>13%</b>          | <b>40</b>                                      | <b>360</b>                 |
| <b>Beginners Hockey &amp;<br/>Leapin Lizards</b>                          | <b>154</b>                                       | <b>4%</b>           | <b>14</b>                                      | <b>126</b>                 |
| <b>Sub-Total</b>  | <b>3468</b>                                      | <b>100%</b>         | <b>312</b>                                     | <b>2808</b>                |
| <b>District Sponsored &amp; School<br/>(predominantly non prime time)</b> |  |                     |  |                            |
| <b>District Programs</b>  | <b>35</b>  |                     |  |                            |
| <b>Schools</b>  | <b>49</b>  |                     |  |                            |
| <b>Public Skating</b>   | <b>329</b>                                       |                     |  |                            |
| <b>Sub-Total</b>  | <b>688</b>                                       |                     |  |                            |
| <b>Grand Total</b>  | <b>4156</b>                                      |                     |  |                            |

**Rate of supply per Population**  
(assuming current rates of consumption)

If population increase does not occur, demand for ice usage will diminish over time with decreases in minor sports registration. This may be offset by adults taking advantage of available prime time ice, but this too will only last for a period of time.



Of note is that hockey registration across Canada is expected to grow at 1% per year for the next 10 years, but this average is influenced by population growth in major centers.



**PROGRAMMED SWIMMING  
DEMAND WILL DECREASE  
BUT LEISURE AQUATICS  
WILL INCREASE**

Swim lesson registrations in Kitimat have decreased in the last year and residents are requesting more opportunities to enjoy the pool without having to be registered in a class. Where operators of older municipal swimming pools have introduced leisure play tanks, water spray items and hot tubs, the attendance has increased by 40%. Attendance figures for pool lessons (District and Swim Club) have gone down since 1995 by over 3000 annual visits. In the same period, free time program attendance (lane swimming, fun swim and public swim) has increased by 5000. Overall pool attendance in the period has remained stable at close to 78,000 annual visits (spectators included).

**OUTDOOR SOCCER  
WILL GROW**

Outdoor soccer is forecast to grow significantly nation wide over the next five years, but level off to match population growth thereafter. In Kitimat, growth depends upon population increase and, as such, will remain stable for three to four years and then drop without population increases.

**THE INTEREST IN INDOOR  
SOCCER WILL EXPAND  
FROM MAJOR URBAN  
CENTERS INTO SMALLER  
CENTERS LIKE KITIMAT  
OVER THE NEXT 10 YEAR  
PERIOD**

In large urban centers indoor soccer has grown at a rate of 15% per year over the last five years. A major reason has been lower costs to participate than that found in hockey and figure skating.

Where facilities are available, growth is forecasted at 10 to 15% per year over the next three or four years with a stabilizing of 1% per year thereafter. Kitimat now has some demand for indoor soccer played in gymnasiums.

**RECREATIONAL SOFTBALL,  
FASTBALL, SLOW PITCH  
AND BASEBALL MAY  
DECLINE**

Municipalities in Canada have experienced a drop in registration over the last two-year period in ball activities and this is expected to continue. Kitimat will encounter the same trend, although slow pitch has remained popular and may be sustained if quality facilities are provided.

**ARTS & CULTURE  
PARTICIPATION IS EXPECTED  
TO REMAIN STABLE**

Future registration in arts and culture related activities in Kitimat is reported to be on the rise by most groups. The Kitimat Art Club is expected to increase by 20% over the next 5 year period and visitations to the museum and art gallery have increased and are expected to continue. The Mount Elizabeth Theatre patronage has also increased and will continue if the facility and its operation can be sustained.

**THEATRE / PERFORMING  
ARTS DEMANDS ARE  
PREVALENT IN KITIMAT  
AND WILL REMAIN  
POPULAR OVER THE  
NEXT 20 YEARS**

David Foot, the author of “Boom Bust & Eco” has suggested that performing arts (spectators and participants) will increase as an aging population turns from active sports to cultural alternatives. This trend is also applicable to Kitimat, which has numerous active groups involved in the arts.

**Table 7.2 The Top 22 Most Popular Leisure Pastimes of Canadians (18+) in 2000  
(Canadian Fitness and Lifestyle Research Institute)**

Note: selected leisure rates **for adult aged** Canadians is also shown. BC does not provide a survey breakdown.

| <b>Activity</b>       | <b>Past 10 yr trend</b> | <b>Rates of participations reported by Canadians over the last year for 18+</b> | <b>Selected rates for school aged children</b> |
|-----------------------|-------------------------|---|--|
| Walking               | Increase                | 82%   | 81%  |
| Gardening / yard work | Stable                  | 72%   |  |
| Home exercise         | Increase                | 57%   |  |
| Swimming              | Stable                  | 55%   | 85%  |
| Social Dance          | Decrease                | 47%   |  |
| Bicycling             | Increase                | 45%   | 85%  |
| Weight Training       | Increase                | 30%   |  |
| Golf                  | Increase                | 20%   |  |
| Bowling               | Stable                  | 28%   |  |
| Jogging / Running     | Increase                | 28%   | 55%  |
| Skating               | Decrease                | 26%   | 63%  |
| Baseball / Softball   | Decrease                | 22%   |  |
| In-line Skating       | Increase                | 20%   | 59%  |
| Exercises / Aerobics  | Increase                | 18%   |  |
| Soccer                | Increase                | 16%   | 50%  |
| Badminton             | Stable                  | 15%   |  |
| Volleyball            | Increase                | 15%   |  |
| Basketball            | Increase                | 15%   | 35%  |
| Alpine Skiing         | Stable                  | 14%   |  |
| Tennis                | Decrease                | 13%   |  |
| Cross Country Skiing  | Stable                  | 12%   |  |
| Ice Hockey            | Decrease                | 12%   |  |

**Table 7.3 Local Use Trends of Selected Activity Spaces in Kitimat**

|                                    | 1990 Attendance<br>Pop 13,500 | 1995 attendance<br>pop 11,500 | 2000 attendance<br>pop 11,000 | Est per day based<br>on 360 days |
|------------------------------------|-------------------------------|-------------------------------|-------------------------------|----------------------------------|
| <b>Fitness Spaces</b>              |                               |                               |                               |                                  |
| ♦ Tamitik                          | 189                           | 161                           | 238                           | .6 / day                         |
| ♦ Riverlodge                       | 5692                          | 9471                          | 13,268                        | 37 / day                         |
| <b>Boxing</b>                      |                               |                               |                               |                                  |
| ♦ Tamitik                          |                               | 242                           | 453                           | 1.2 / day                        |
| <b>Courts</b>                      |                               |                               |                               |                                  |
| ♦ Tamitik                          | 6386                          | 3859                          | 1472                          | 4 / day                          |
| ♦ Riverlodge                       | 2093                          | 1419                          | 779                           | 2 / day                          |
| <b>Combative Sports</b>            |                               |                               |                               |                                  |
| ♦ Tamitik                          | 1285                          | 2492                          | 2886                          | 8 / day                          |
| ♦ Riverlodge                       | 4523                          | 6537                          | 2279                          | 6 / day                          |
| <b>Rock Wall</b>                   |                               |                               |                               |                                  |
| ♦ Riverlodge                       |                               |                               | 407                           | 1 / day                          |
| <b>Gym Space</b><br>(exc. Schools) |                               |                               |                               |                                  |
| ♦ Riverlodge                       | 7295                          | 10,422                        | 6338                          | 17 / day                         |



**Table 7.4 Summary of Factors Impacting Recreation Delivery in the Future**

| <b>Factor</b>  | <b>Planning Action / Impact</b>  |
|--|--|
| 1. Abundance of Rain / precipitation in winter months        | <ul style="list-style-type: none"> <li>◆ Focus on improved drainage program for outdoor spaces</li> <li>◆ Basic rain shelters in strategic places (permanent and seasonal)</li> <li>◆ Moisture tolerant specifications for park furniture and plant materials</li> </ul>   |
| 2. Heavy Snowfall & need to maintain streets and open spaces | <ul style="list-style-type: none"> <li>◆ Local building code design</li> <li>◆ Drainage improvement program</li> <li>◆ Criteria developed for strategic landscapes and tree selection and location – landscape pods</li> <li>◆ Moveable design for landscape amenities – e.g. landscape pots</li> <li>◆ Risk management</li> <li>◆ Snow festivals</li> <li>◆ Placement of walkways</li> </ul>  |
| 3. Environmental   | <ul style="list-style-type: none"> <li>◆ Careful placement of structures and design in water based park areas</li> <li>◆ Retention of habitats for fish and wildlife</li> <li>◆ Bank stabilization</li> <li>◆ Flood tolerant development in flood plains</li> <li>◆ Public education / safety reinforced throughout region</li> </ul>  |
| 4. Demographics  | <ul style="list-style-type: none"> <li>◆ Shift in programming towards spontaneous use activities</li> <li>◆ Mass participation as opposed to small interest group</li> <li>◆ Integration of seniors with facilities and programs</li> <li>◆ Move from competitive to more recreation offerings in team sports</li> <li>◆ Increased focus on partnership formation amongst providers and greater emphasize on facilitating with market and business plan focus as opposed to financial focus</li> <li>◆ Increase emphasis on volunteer recruitment</li> <li>◆ Increase program services directed at larger audiences, instead of small interest groups</li> </ul> |
| 5. Socio Economics   | <ul style="list-style-type: none"> <li>◆ Equitable treatment of all economic classes will become of greater importance in program services and marketing</li> <li>◆ Improve grant funding criteria to allow for priority setting.</li> <li>◆ Encourage projects by joint groups, projects that serve larger portions of the population and projects that are supported by sound business plans or program statements</li> </ul>  |
| 6. Leisure Trends  | <ul style="list-style-type: none"> <li>◆ Expect reductions in minor sports participants after 2005</li> <li>◆ Demands for improved fitness facilities</li> <li>◆ Demands for improved walking / bicycling facilities</li> <li>◆ Provide less structured, more spontaneous activities</li> <li>◆ Respond to demands for leisure aquatics</li> </ul>   |

## **8.0 FACTORS AFFECTING RECREATION DELIVERY**

There are many factors that impact upon and influence Recreation delivery and planning in Kitimat. This section identifies these factors and provides potential solutions and adjustments to consider in sustaining efficiency and delivering services well into the future.

### **8.1 ENVIRONMENTAL IMPACTS**

The Kitimat region experiences coastal weather characterized by mild winters, warm summers and significant levels of precipitation during winter months.

The mean annual temperature is 8°C, making it slightly cooler than Vancouver, but ideal for most outdoor leisure activity all year round. Rainfall is a frequent occurrence with an annual average of 170 cm (Vancouver is 104 cm) and 198 days of rain. Snowfall, while infrequent, is often quite dramatic with an average of 495 cm and occurrences that can dump over 100 cm in the course of 24 hours. The name Kitimat is derived from the Tsimshian word for the indigenous Haisla, which translates to “People of the Snow”. While a visitor to the region might expect to see a winter wonderland, warm temperatures are quick to melt the snow in the community, particularly in lower elevations throughout the region. Recreation activities that are dependent upon snow in the “townsite” are sometimes short lived. However, logging trails that lead into higher elevations will support cross country skiing and snowmobiling for extended periods throughout the winter.

Kitimat is situated along the Kitimat River just north of where it empties into the Douglas Channel. It is also bound on the north by Hirsch Creek. These fast flowing watercourses often create flood conditions requiring flood dykes and special care in developing and maintaining adjacent park areas.

The community is built on two levels with Haisla Boulevard (highway 37), separating two large residential neighborhoods on the upper bench from the lower townsite and Kildala neighborhood. All major indoor recreation facilities, that are located in the lower townsite, are within ten minutes driving distance for Kitimat residents. Exceptions include residents living in the Cable Car Subdivision, located north along Highway 37 and Kitimaat Village, located along Minette Bay to the southeast. Even these residents are within 15 minutes of recreation facilities. Management of storm water from the upper townsite and down to the Kitimat River is carefully managed through sub-surface and above ground channels that create both opportunities and limitations for park design. The City has been virtually built out of the wilderness. Salmon spawn in drainage canals and wildlife roam freely in and around perimeter areas. It is not uncommon to see a black bear, wolves, fox or even grizzlies in fringe park areas or on trails.

Sustained periods of rainfall, heavy periods of snow, rapid melting, flood prone river plains and protected salmon habitat are dominant factors that affect outdoor participation, parks and sports field maintenance and facility planning. For example:

2. Salmon habitat, including the drainage channel through the Kildala neighborhood and future undeveloped stream banks, limit intensive recreation corridor development on waterways.
3. Development of parks and sports fields must be carefully planned to permit subsurface and surface drainage based on higher than average design standards.
4. Development along the Kitimat River, Hirsch Creek and their respective flood plains must be planned to be flood sensitive with permanent structures protected from bank erosion and flooding.
5. Snowfall removal calls for the need to “windrow” and pile large quantities on public boulevards and parking lots. This calls for sensitive planning and maintenance. Tree plantings, signage, park drainage and ornamental landscaping must be planned to accommodate snow removal and storage.
6. Excess moisture and humidity necessitate park bench and furniture selection that is moisture proof and moss tolerant. Higher levels of maintenance are required to ensure moss and mildew are removed at regular intervals.
7. Public education safety programs and risk management are important aspects of recreation delivery. Users of parks and open space resources must be aware of sensitive fish habitats, cautious near water based park areas and wary of potentially dangerous wildlife. Park design must include safety warning signs and physical development must be designed for risk avoidance. All areas under the control of the District must undergo risk management assessments prior to development or use.

For example, the introduction of lighted trails must be carefully considered. On one hand, lighting provides extended use into evening hours and a degree of safety. On the other hand, it invites use of park resources at times where vandalism, wildlife encounters and possible assaults are most prevalent. In legal terms it is referred to as an “attractive nuisance”. The same can be said about facilities and park amenities (non CSA approved), playground equipment, built walkways or access to fast flowing stream edges, surface water ponding in park areas, uncontrolled and unsafe use of large snow piles and the list goes on. Consideration should be given to equip all semi-remote park areas (e.g. Hirsch Creek Park, Hirsch Creek Trail System) with “in case of emergency” protocol (e.g. the nearest phone is . . . ).

8. Planning for walking trails, major community park areas and outdoor event spaces should consider the inclusion of well placed rain shelters, providing shelter to escape intermittent downpours.
9. Public court yards and parking lots must be planned with snow removal in mind. While the development of tree islands or greenery in parking areas (particularly City Centre Parking) has not occurred, opportunities to introduce moveable tree and plant pots for seasonal placement is possible and would improve the ambiance of the downtown area.

## 8.2 IMPACTS OF DEMOGRAPHICS

### 8.2.1 Market Size and Changes in Age Group Sectors

Table 8.2.1 portrays Kitimat's population in 1996 and 2001. The relative age composition, which reflects the '96 census will not have changed more that 2% in either direction.

**Table 8.2.1 Statistical Profile of Population**

| Characteristics                    | Kitimat |  |  | British Columbia |  |  | Age Range as % of population |  |
|------------------------------------|---------|--|--|------------------|--|--|------------------------------|--|
| Population in 2001                 | 10,285  |  |  | 3,907,738        |  |  |                              |  |
| Population in 1996                 | 11,136  |  |  | 3,724,500        |  |  |                              |  |
| Population in 1991                 | 11,305  |  |  | 3,282,061        |  |  |                              |  |
| 1991 to 1996 population change (%) | -1.5    |  |  | 13.5             |  |  |                              |  |
| Land area (sq. km)                 | 259.59  |  |  | 892,677.0        |  |  |                              |  |

|                           | Kitimat |       |        | British Columbia |           |           | Age Range as % of population |    |
|---------------------------|---------|-------|--------|------------------|-----------|-----------|------------------------------|----|
|                           | Total   | Male  | Female | Total            | Male      | Female    | Kitimat                      | BC |
| Age Characteristics       |         |       |        |                  |           |           |                              |    |
| Total (all persons)       | 11,140  | 5,735 | 5,400  | 3,724,500        | 1,840,300 | 1,884,195 |                              |    |
| Age 0 – 4                 | 765     | 410   | 355    | 233,030          | 119,845   | 113,185   | 7.0                          | 6  |
| Age 5 – 14                | 1,985   | 1,005 | 980    | 502,145          | 257,710   | 244,440   | 18.0                         | 13 |
| Age 15 – 19               | 970     | 515   | 460    | 242,935          | 124,645   | 118,295   | 9.0                          | 7  |
| Age 20 – 24               | 665     | 315   | 350    | 240,845          | 119,945   | 120,895   | 6.0                          | 6  |
| Age 25 – 54               | 5,220   | 2,685 | 2,535  | 1,708,655        | 849,110   | 859,550   | 47.0                         | 46 |
| Age 55 – 64               | 900     | 480   | 420    | 321,040          | 161,150   | 159,890   | 830                          | 8  |
| Age 65 – 74               | 475     | 260   | 220    | 272,355          | 128,275   | 144,075   | 430                          | 8  |
| Age 75+                   | 145     | 65    | 80     | 203,490          | 79,620    | 123,870   | 1.0                          | 5  |
| Average age of population | 31.9    | 32.1  | 31.7   | 36.3             | 35.5      | 37.2      |                              |    |
| % of population ages 15+  | 75.2    | 75.3  | 75.1   | 80.2             | 79.4      | 81.0      |                              |    |

Relative to the rest of British Columbia, Kitimat can be considered as a young community with an average age of 31.9 (BC average is 36.3). Pre-school and elementary school aged represented 25% of the population in 1996 (6% higher than the BC average). This suggests at least a ten year window where the market for youth activities will be sustained assuming there is no population growth or extraordinary increases in the birth rate. Any reduction in population will create a concurrent reduction in youth based activities like minor hockey, minor soccer and minor ball. The public and separate school systems reported a drop in enrollment from previous years. The current student population is 2450 (not including College that has 114 full time, 342 part time and, of recent, is considering College cutbacks), 500 less than the 2955 reported to be of school age in the 1996 census.

**The youth population and associated enrollment in minor sports programs will diminish over the next 20 year period without population increase.**

**This impact will be more pronounced after 2010 and will result in a reduction in demand for ice time, program swim time and use of sports fields.**

There were 300 recorded Senior Adults aged 65 and over (5% of Kitimat's population) in 1996 (Provincial comparison 14%). Today, there are a reported 1100 or 10% of the population retired or moving close to retirement age (Aging in Place Study 2000). An interview with one local official has also suggested that senior retirees or parents of Kitimat residents are moving in to be with their families. Whether or not this can be proven statistically is unknown, however, we do know that the overall population will age. The over 900 residents that were 55 and over in the 1996 census are now all beyond age 61. Over the next 20 year period and, assuming that at least 70% of those who were aged 45 to 65 in 1996 (2675) remain in Kitimat, the seniors population 65 and over will be close to 2000 residents. This, of course, has implications for the health and housing sectors, but equally for recreation services wherein we know **the demands for health and fitness, walking trails, social spaces, arts & culture related activities and outdoor passive activities will increase.**

The next twenty years will also see the teenagers and young adult (15 to 24) age group (15% of today's population) becoming middle aged adults (35 to 45). How many, will depend upon local employment opportunities that are sustained or not created. If jobs are available at sustained levels, this market will comprise some 1600 to 2000 adults. A reduction in employment could very well see this group dropping to less than 15% of the population or 1000 and it is this age group that are starting families, volunteering in sports and most active in volunteering for community projects and events.

**The size of the job market (predominantly industry based) for young and middle aged adults raising children will directly impact the size of the volunteer resource base – if job trends continue over the next five to ten years, the volunteer resource base will diminish.**

Improved technology in industry mining and manufacturing, while leading to fewer jobs, may also introduce a more highly educated work force. Change overs in management and the high tech transition will present the need to attract managers, engineers and highly skilled technicians. The demand for young professionals leads to a recreation market sector that demands quality, demands a greater diversity in the mix of sports, recreation and culture outlets and is willing to pay the price for quality.

**Over the next twenty years, leisure demands for quality facilities and services in Kitimat will be sustained, if not increased. Traditional service delivery will be challenged to meet higher expectations in quality and to provide new age services that larger municipalities are moving towards (e.g. outdoor water play parks, skateboard parks, full service fitness facilities, indoor soccer, indoor playgrounds, nature / interpretive outlets, etc.).**

The expected increase in seniors, a sustained population of young children (sustained as a % of population) and a middle age workforce with less discretionary time than the young and older age groups, might suggest a shift in

program delivery that caters to a new market that blends children and seniors. This is in contrast to the tradition of tailoring services to independent age groups in dedicated environments. It also suggests opportunities to experiment and seek ways to integrate all ages in common program endeavors.

**Traditional “skill level reliant” activities will give way to activities where all can participate regardless of age, gender or level of physical disability, for example:**

- ◆ Beach ball volleyball
- ◆ Co-ed hockey
- ◆ Senior - tot programs instead of mother – tot programs
- ◆ Spontaneous use leisure space design (like leisure aquatics)
- ◆ Street or hard surface area pick-up hockey
- ◆ Low impact aerobics / aqua size

### **8.2.2 Changes in Socio-Economics**

In 1996, the average family income (census families) in Kitimat was \$67,739, 20% higher than the Provincial average (\$56,527). Ten percent of the community’s census families were recorded to be low income (Province was 15%). An interview with a representative of the food bank revealed commentary that food bank users were on the increase, likely attributed to an immigration of single parent families moving into low cost rental suites, once occupied by industry workers. Whether such commentary is accurate is unknown, however, with vacancy rates recorded in 1999 at 8% and lower than BC average rental costs for apartments and town houses, there may be an increase in migration of low income, socially assisted families. For recreation services, there may be an increasing market of single parent families seeking low cost recreation. Thus, Kitimat may see a greater gap between low income and high income residents seeking the same services.

**While Kitimat incomes have remained higher than average to the present, a declining trend may occur and access to services must allow for recognition and support for economically underprivileged.**

In this regard, the current program of volunteering to the Department in exchange for program service access should be perpetuated. Also, the integrity of low income residents must be maintained. Current programs that distinguish (and advertise) program privileges (lower costs) to employees of industry (industries subsidize program costs of employees) should be held discrete in Recreation Department communications and advertising.

The British Columbia Government has recently embarked upon a program to cut expenses in the Civil Service by 25% over the next three year period. This will likely result in fewer municipal transfer payments, grant reductions and a reduction in the number of local direct and indirect employees who provide provincial services to Kitimat and the region. Economic recovery will also undergo a lag period and overall provincial level economics will undergo a revamping that will last over a six to ten year period (Alberta went through this between 1992 and 1998). While Kitimat has been economically self sufficient and relatively unaffected by provincial economics, the next ten year period may see cutbacks in regional level services associated with provincial parks and recreation areas, down loading of responsibilities to local governments and cutbacks to provincial sports, culture and recreation associations who, in turn, provide grants and assistance to local Kitimat groups.

**Local groups and associations who typically rely upon provincial grant funding (either directly or indirectly, through provincial associations) for special projects will likely seek greater support from local municipalities. Thus, the competition for dollars will increase and the District must be positioned to prioritize assistance to groups with more stringent criteria in place.**

## 9.0 STRATEGIC DIRECTION FOR SERVICE DELIVERY

There are numerous suggestions made in the report as to how the District might adjust to current and predicted changes and resident demand. And, while at first glance, they may appear as a critique that calls for wholesale change, this is not the case.

The District has been responsible in reacting to need and providing a level of service that is well beyond communities of Kitimat's size. Recommended adjustments are not imminent, but are progressional and should occur over the next five to ten years as triggered by community change and as the resources for delivery adjust to community economics.

### **Place emphasis on those programs that appeal to larger numbers of participants**

- ◆ Develop and delivery only those programs that meet majority needs and certainly at program attendance thresholds of 10 participants.
- ◆ Set quality criteria in planning programs and monitor results. For example:
  - set program goals to achieve
  - have participants measure achievement
  - develop program opportunity progression to, either provide advanced programs, or to have others supply advanced programs

### **Focus on developing Partnerships and Amalgamations of groups who delivery common services**

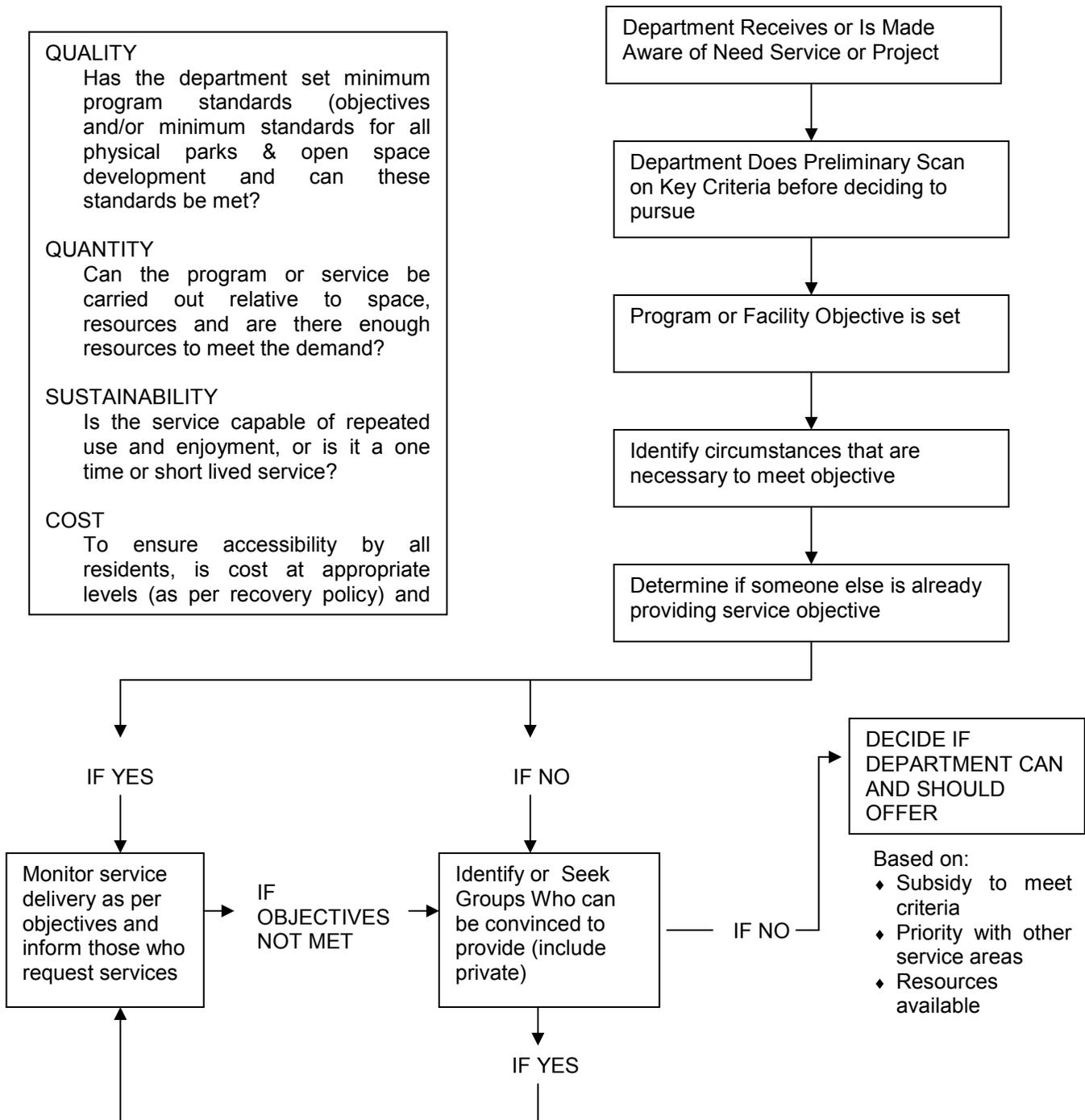
- ◆ Combined outdoor sports programming and initiatives
- ◆ Combined outdoor recreation foundation or working group
- ◆ Encourage the culture & arts community to develop cohesive working group or foundation.

### **Focus on improved Facilitation / Consultation Services**

- ◆ Expand grant program criteria to ensure that requesting body forwards a business plan and feasibility report on all projects and teach, consult with them about how to prepare a "Plan" and an "Operation" that is sustainable and accessible to all residents (not just Club members or interest groups).
- ◆ Set Department (District) granting criteria to allow for financial assistance priority setting. For example:
  - Groups who serve greatest number
  - Groups who can achieve (through accepted business plan) self sufficiency after a period of time without the need for ongoing assistance.
  - Groups who have strong executive and volunteer succession capability
  - Groups / projects that encourage multi-use of spaces (not dedicated)
  - Groups who partner together as an attempt to strengthen resources.
- ◆ Develop a criteria and Guidelines to assess when, and if, the Department (District) must react to needs or demands, and at what levels? (see Figure 9.1)

**Figure 9.1**  
**CRITERIA AND GUIDELINES TO DETERMINE DEPARTMENT RESPONSIBILITIES**

**Decision Process**



## 10.0 SITE SPECIFIC / ISSUE SPECIFIC ANALYSIS & RECOMMENDATIONS

There are a number of key issues that require resolve and resolution in the Master Planning process. These issues are identified below along with associated Recommendations.

### 10.1 HIRSCH CREEK GOLF AND WINTER CLUB CROSS COUNTRY SKI PROGRAM

The Nordic Valley Ski Club has maintained and operated winter cross country ski trails at the Hirsch Creek Golf and Winter Club in Kitimat for a number of years. The Club is also involved with a larger, more regional association that maintains, operates and is improving a Cross Country ski area at Onion Lake, some 15 km outside of Kitimat.

While there have been minor operational issues with the Golf and Winter Club (owners of the lands), the most prominent concern is whether or not the Ski Club has the volunteer manpower and equipment resources to continue operating and maintaining trails and program services in both locations. The use and appreciation of the lighted golf course trails are high amongst Kitimat users and sustained operations will require sizeable expenditure for new snow grooming equipment (\$50,000 to \$70,000), and more volunteer time to groom trails. Recent meetings with the Club rendered an opinion that volunteer and financial resource limitations did not allow for operations at both locations and that focus would be on the Onion Lake development.

#### **Recommended Approach:**

The investment in, and infrastructure of, Cross Country Ski Trails at the Golf Course is considerable and all attempts to sustain a localized cross country ski opportunity for Kitimat residents is encouraged. In light of the fact that trail grooming and quality programming requires a degree of specialization and above all, a maintenance scheduling that is spontaneous (snow fall frequency and grooming) and on demand, it would be difficult for the District to conform to these needs on an undetermined schedule without additional manpower. Therefore continuance of the facility program is best left in the realm of a volunteer group or an association such as the Golf and Winter Club who operate support facilities at the site and have personnel who could be trained to groom trails.

**IT IS RECOMMENDED THAT THE DISTRICT FACILITATE AN APPROACH TO HAVE THE GOLF AND WINTER CLUB OPERATE AND MAINTAIN TRAIL INFRASTRUCTURE AND THAT THE NORDIC VALLEY SKI CLUB BE SOLICITED TO PROVIDE PROGRAM INSTRUCTORS AND EXPERTISE TO SUSTAIN A LOCALIZED PROGRAM.**

A shared approach to financing equipment may evolve through an agreement between the parties.

## 10.2 TENNIS COURT PROVISION

The Community has three batteries of tennis courts:

- ◆ 4 at Mount Elizabeth School on school lands
- ◆ 4 at Nechako Centre on public lands
- ◆ 3 at Riverlodge

The courts at the school and at the Nechako Centre are in poor condition and would require substantial funds by each operating authority to improve them (estimated resurfacing, drainage and fence improvements at each are estimated at a minimum of \$150,000). The three courts at Riverlodge are maintained in playable condition and do not require substantial upgrade for surfaces or fencing.

While close to 8% (54) of survey respondents saw tennis as an important outdoor facility, only 4% (28 respondents) saw tennis development as being an important outdoor priority. This percentage closely reflects where tennis fits as a sport of Canadians and the continued provision of tennis facilities is important to the Community, since it appeals to all age levels.

Kitimat also has a Tennis Club and this bodes well for the provision of instructional programs and coordination. The Club currently has 40 families registered and suggest that growth is limited by poor court conditions.

The National Recreation & Parks Association recommends a standard of 1 court per 2,000 population. Naturally this will vary in communities as in Juneau, Alaska, where the standard is 1 per 5,000. The supply rate in Kitimat has been 1 court per 1,000 (11 courts / 11,000 people), far too high to justify ongoing maintenance and capital upgrade relative to the size of the tennis market and the number of annual sunshine days.

**IT IS RECOMMENDED THAT THE DISTRICT ADOPT A SUPPLY STANDARD OF ONE COURT PER 2,500 RESIDENTS AND THAT FUTURE COURTS, WHEN REQUIRED, BE BUILT IN BATTERIES OF FOUR.**

It is further recommended that

**THE DISTRICT DISCONTINUE USE OF THE NECHAKO TENNIS COURTS EXCLUSIVELY FOR TENNIS PURPOSES AND CONVERT THE AREA TO A MULTI-USE OUTDOOR HARD SURFACE COURT TO SUPPORT BALL HOCKEY, BASKETBALL, AND POSSIBLY PORTABLE SKATE BOARD STRUCTURES. RETENTION OF ONE TENNIS COURT TO BE CONSIDERED TO ACCOMMODATE THE ABOVE NOTED STANDARD.**

The District should focus resources on upgrading (where needed) the Riverlodge courts and work with the Tennis Club and other field users to improve associated outdoor amenities (wind screen, benches, rain shelter, etc.) and district wide tennis programs. Should the Community grow to between 15,000 and 20,000, a second battery of courts should be developed in a large district wide park development that is yet unknown. The disposition of the courts at Mount Elizabeth School should be dealt with by the School Authorities.

## 10.3 TAMATIK JUBILEE SPORTS COMPLEX

This cluster of facilities supports: two ice arenas, a 37 metre swimming pool with warm water play tank, a multi-use program room, squash court, boxing ring (in converted racquetball court) and a weight room. The cluster was built in stages (1965 Kitimat Ice Rink, 1971 Memorial Pool and 1981 Tamitik Arena) to support a growing population and rising demands.

Planning and design of the day was geared to a focus on aquatics programs and swimming lessons for youth, racquetball, squash and ice sports. The down turn in racquetball participation resulted in one court being replaced with boxing, the squash court remains and is still used intermittently.

The Tamatik Arena was built as a major spectator facility and, while some major shows are held annually, it is seldom that the arena (2000 seats) is used. The mezzanine level is used as a walking track and has become quite popular for the seniors. The Kitimat ice rink is now close to forty years old and like the Tamitik Arena is used to capacity in prime time ice season. All facilities are reported to be in a good structural state and kept in a clean state for public use. The Pool requires major upgrades to mechanical systems, lighting, heating and ventilation, pool tank repairs and public change areas (see Facility Analysis in Appendix D).

Arena users would like upgrades to the KIR referee's room (showers) and a new sound system and there are strong public demands to upgrade the pool to meet today's standards and family leisure needs. Needs of the Swim Club and Aquatic Program staff are centered on overall improvements that support swim programming and can sustain programs without additional tank space. Lighting and water quality are a big issue.

**It is recommended that:**

- 1. THE DISTRICT TAKE IMMEDIATE STEPS TO RETRO FIT THE MEMORIAL POOL WITH AN AIM TO EXPAND FREE TIME LEISURE AQUATICS OPPORTUNITIES, TO: IMPROVE PUBLIC CHANGE AREAS, UPGRADE MECHANICAL SYSTEM, UPGRADE ALL HEATING , VENTILATION, BUILDING REPAIR BARRIER SYSTEMS AND POOL LIGHTING.**
- 2. THE DISTRICT RELOCATE WEIGHT ROOM AND BOXING ROOM TO RIVERLODGE AND CONVERT THESE SPACES TO MULTI-USE AND SENIORS GAMES AREAS.**

The boxing ring space and fitness area combined attract 2 people per day on average and the courts just over 4 people per day.

- 3. THAT THE EXISTING MULTI USE / MEETING ROOM BE RETRO FITTED FOR USE AS A POOL VIEWING LOUNGE WITH THE INTRODUCTION OF BASIC RESISTANCE TRAINING EQUIPMENT FOR USE BY THE SENIORS AND ALL PUBLIC.**
- 4. THAT THE SQUASH COURT NEAREST THE ENTRANCE BE CONVERTED TO OFFICE, STAFF MEETING SPACE and DESK CONTROL and, THAT THE EXISTING CONTROL AREA BE CONVERTED FOR EXPANSION OF PUBLIC AND FAMILY CHANGE ROOMS. (see Facility Concepts in Appendix D).**

#### **10.4 RIVERLODGE RECREATION CENTRE**

Activity / attendance at Riverlodge Recreation Centre has been declining in the past

number of years. Originally built as a YMCA in 1958 and retro-fitted in 1997, the facility provides an arts studio, one racquetball court, a handball court (converted to wall climbing), a community room / community hall with adjoining kitchen, a gymnasium and a fitness area (weight training and cardio equipment). The youth centre and pre-school area are housed in an older dormitory building adjacent to, but unattached to, the south of the main building. The main building has been assessed as structurally sound. The Youth Centre building requires ventilation in base skirting to prevent wood rot.

Riverlodge ranks third at 36% of responses behind the Pool and the Ice Arena as an Important Indoor Facility of residents. Annual daily attendance is estimated at about 144 visits with group rentals of art centre, gym and community space accounting for close to 50% of this attendance (average 70 visits per day). On an incidental basis, the weight training / fitness rooms account for 38 visits per day and the large gym space accounts for 22. Very few use the racquetball court or rock wall that register an average 2 and 1 visits per day respectively. Programs sponsored at the centre account for between 4 and 5 visits per day on average (note: attendance at the youth centre has not been recorded).

Modernization is the key phase used when residents and staff are asked what upgrades are needed. Enlargements to the fitness area are also frequently mentioned desires.

The Riverlodge facility operates with an administrative coordinator, four clerks and four facility attendants on staff. It is a drop in recreation centre and a bookable facility for indoor sports, arts & crafts and social groups and is considered a friendly environment by residents.

Riverlodge is situated on a larger 8 hectare park area that contains tennis courts, ball fields, a soccer field, picnic area and an adventure playground. The park area is used for major outdoor community wide events, fairs and festivals. Parking during major events has been a stated concern of some individuals. The Kitimat River Dyke runs parallel along the west side of the Riverlodge Park site and the roadway that is built along its crown is a popular dog walk area. An unimproved travel road provides access to the river's edge through undeveloped natural lands (Radley Park east). This area is best known by residents for the "Giant Spruce" and the access to a site along the river where fishers often camp. Radley Park east is a flood prone area.

By definition (in OCP) Riverlodge Recreation Centre and adjoining park space represents a combined Community Park & Public Facility. Although the developed area is relatively small in size to support major community wide park events for a community of 10,000, the entire resource (outdoor and indoor) must be viewed as a community recreation destination and the synergies, which exist between the Riverlodge Centre and its outdoor park are important considerations to future planning, retro-fit and program development.

**INDOOR FACILITY RECOMMENDATIONS:**

- 1. ENHANCE WEIGHT ROOM AND CARDIO FITNESS OPPORTUNITIES BY RETRO-FITTING EXISTING COURT SPACES, ENLARGING INTO THE FOYER SPACE AND PROVIDING GLASS PARTITIONS FOR VIEWING.**
- 2. USE EXISTING WEIGHT AND CARDIO ROOM SPACES FOR A CLUB, SUCH AS THE BOXING CLUB, AND NEEDED STORAGE AREAS.**
- 3. CONSIDER THE MULTI-PURPOSE MEETING ROOMS AS AN ALTERNATIVE FOR DEDICATED SPACE FOR SENIORS, ADMINISTRATION AND SOCIAL ACTIVITIES.**
- 4. MODERNIZE INTERIOR DÉCOR INCLUDING BRIGHTENING UP OF GYMNASIUM WALLS.**
- 5. DEVELOP OUTDOOR COURTYARD SPACE ON NORTH SIDE BETWEEN ARTS & CRAFTS STUDIO AND THE COMMUNITY HALL SPACE.**

**OUTDOOR FACILITY RECOMMENDATIONS:**

- 1. VIEW RIVERLODGE PARK AND RADLEY PARK EAST LANDS AS A COMMON INTEGRAL PLANNING UNIT WITH THE RIVERLODGE CENTRE AS THE HUB OF INDOOR / OUTDOOR ACTIVITIES.**
- 2. PREPARE PLAN FOR DEVELOPMENT OF RADLEY PARK EAST WITH SENSITIVE (FLOOD PRONE) DESIGN TO ACCOMMODATE NATURE TRAILS AND IMPROVED PEDESTRIAN ACCESS TO THE RIVER'S EDGE. FORMALIZE THE AREA AS A NATURAL DAY USE SPOT FOR PICNICKING, FISHING AND HIKING.**
- 3. ENHANCE OUTDOOR OPPORTUNITIES TO SERVE SPONTANEOUS ACTIVITIES, SUCH AS WALKING, PICNICKING, SKATEBOARDING, SAND LOT VOLLEYBALL.**
- 4. BUILD SKATEBOARD PARK WITHIN DEVELOPED PARK SPACE AND CONTINUE USE OF TENNIS COURT SURFACE FOR OUTDOOR BALL HOCKEY IN WINTER MONTHS.**
- 5. CREATE LANDSCAPE PLANTING BUFFER BETWEEN PARK AND RESIDENCES.**
- 6. BUILD SUITABLE OPEN SIDED RAIN SHELTER(S) AND PROVIDE FIELD ACCESS TO PUBLIC WASHROOMS.**
- 7. DEVELOP OUTDOOR LAWN BOWLING AND HORSE SHOE PITCHES AREA TO SERVE NEEDS OF ADULT AND SENIOR MARKET.**

## **10.5 HIRSCH CREEK PARK / CAMPGROUNDS**

The District is about to consider re-negotiating the lease of some 260 hectares owned by the Provincial Government. The lease lands run parallel along the banks of Hirsch Creek from the Golf Course, south to Hirsch Creek Canyon up to the bridge on the main road. The bridge is not used for vehicular traffic any longer, but is integral for recreation users (hikers, recreation vehicles) who use the haul road as an option to access the Mount Elizabeth trail and recreation area.

The Province would like to have the District accept the responsibility for the bridge and haul road that has not been included in the last twenty year lease. There are issues associated with this acceptance, not the least of which are annual maintenance costs and risk liability. In the latter case, the bridge is used for uncontrolled youth activity and the road is susceptible to extreme damage through bank erosion.

The developed park area that contains a small parking area, ball field, day use picnic area and some random campsites, is popular among residents as a fair weather destination to relax, enjoy nature, fish, hike or walk. Retention of this area as a passive, natural park appears to be the desire of residents and most agree that steps should be taken to stabilize the effects of flooding (bank loss and erosion) on the resource. It is understood that studies on stabilization have concluded that engineered structures to protect the bank would result in down stream erosion along the golf course.

**It is recommended that:**

- 1. THE DISTRICT NEGOTIATE THE RETENTION OF THE HIRSCH CREEK PARK LEASE AS PER THE AGREEMENT HELD OVER THE LAST TWENTY YEAR PERIOD.**
- 2. THE DISTRICT RETAIN DEVELOPMENT OF THE PARK FOR ITS PRESENT USES WITH THE EXCEPTION OF THE BALL FIELD, WHICH IS REPORTEDLY NOT USED A LOT (RECREATION DIRECTOR) AND SHOULD BE MAINTAINED AS A SPONTANEOUS USE / MULTI USE OPEN PLAY AREA.**
- 3. THE DISTRICT BUDGET TO RE-DESIGN /RE-LOCATE FLOOD PRONE DAY USE SITES AND WALKING TRAILS FURTHER BACK FROM THE BANK OVER TIME AND INTRODUCE A SELF GUIDED INTERPRETIVE THEME (THROUGH SIGNAGE) THAT EDUCATES USERS ABOUT NATURAL STREAM PROCESSES, FISH AND WILDLIFE, ETC.**
- 4. CAMPING SITES NOT BE EXPANDED AND, IN FACT, RE-LOCATED IN THE FUTURE AWAY FROM DAY USE, FORESHORE AREAS. DAY USE ZONES AND CAMPING ZONES SHOULD BE CLEARLY DELINEATED.**

**FAILING POSITIVE NEGOTIATION OF THE LEASE VIS-À-VIS TAKING OVER THE BRIDGE AND HAUL ROAD . . .**

- 5. THE DISTRICT FACILITATE OPPORTUNITIES FOR OUTDOOR RECREATION GROUPS AND ASSOCIATIONS TO APPLY FOR A LEASE OF OCCUPANCY WITH THE PROVINCE ON THEIR OWN.**

## **10.6 RADLEY PARK CAMPGROUND**

Radley Park is an 8 hectare campground and day use area located along the north side of the Kitimat River. The park serves a dual purpose as a local river based day use resource for residents and as a campground for visitors to the area.

The campground has 56 sites (some with electrical), flush toilets, showers, sani-station, covered picnic area and walking trails. It is advertised (BC Tourist Accommodation Guide) as the only campground in Kitimat and, as such, represents a tourist destination and important symbol of community pride. This being the case, the campground is viewed as being in operable condition, but deserving of overall upgrade to bring it to Provincial Park and/or private sector (e.g. KOA) standards. Household survey respondents saw camping as the fourth most important outdoor development priority. Interview responses also provided comments for upgrade (particularly elected officials) and others saw a need to expand camping.

Rates for camping run at \$10.50 to \$15.50 per vehicle, with a \$2.00 surcharge for electrical. Using an average \$15.00 per vehicle and an annual overall revenue of close to \$50,000 (excluding other related revenues), it can be assumed that the campground attracted 3,333 party nights or an average 27 party nights per day during the camping season. This represents a 48% occupancy rate. The campground was operated by the Municipality at 67% recovery in 2000 (excluding the cost of grass cutting).

An improved campground on its own will not increase tourism visitation, but it will be a key contributor. It will also provide an improved day use resource for local citizens.

As a break even, or profit operation, it is unlikely that a not-for-profit group or private operator would recover needed capital for upgrades. It is however, likely that the campground may be operated with net operational profit with upgraded requirements in place.

**It is recommended that:**

**THE DISTRICT INVEST CAPITAL TO UPGRADE RADLEY PARK AS AN IMPORTANT COMMUNITY AND TOURISM RESOURCE WITH VIEW TO DEVELOPING AN AGREEMENT WITH A PRIVATE OR NOT-FOR-PROFIT GROUP TO OPERATE THE FACILITY.**

## **10.7 STRAWBERRY MEADOWS / DAUDETTE CREEK**

Strawberry Meadows represents a 202 hectare housing and small acreage development parcel that lies between Quatsino Boulevard (southern edge of townsite development) and Minette Bay and Estuary. A large parcel of land along the north shore of Minette Bay (referred to as lot 95) is owned by the Municipality and has been zoned for recreation purposes in the Official Community Plan (part of Minette Bay Concept Plan), prepared in 1987 and due for updating. Some small acreage development has already occurred on the south side of Quatsino and continued development will commence when, and if, market forces dictate growth.

Public access between the townsite and the lot 95 recreation reserve is yet to be defined and may ultimately depend upon road development in the sub-division.

Daudette Creek forms an environmental link between the townsite and the reserve, **but** public access, and thus linear trail development that ties Minette Bay "Park" with the townsite, rests with the developer. Protection of this creek corridor for both environmental management and for public access is very important to ensure for seamless open space connections in the long term.

### **It is recommended that:**

- 1. THE DISTRICT NEGOTIATE (THROUGH LEASE, PURCHASE OR LAND TRADES) THE RIGHTS FOR PUBLIC ACCESS AND POTENTIAL DEVELOPMENT OF THE DAUDETTE CREEK CORRIDOR.**
- 2. THE DISTRICT RETAIN PARK ZONING OF LOT 95 FOR THE FUTURE DEVELOPMENT OF A PASSIVE OCEAN FRONT PARK AND POSSIBLE OUTDOOR RECREATION / EDUCATION RESOURCE.**

## **10.8 DRAINAGE CHANNEL**

The drainage channel runs through the Kildala neighborhood from the north east at Haisla Boulevard down to the City Pollution Control Center, located west off Quatsino boulevard. Flow is controlled by small weir structures (8 in all). This approximately 65 metre wide channel supports salmon and is considered to be environmentally sensitive with the need to retain natural vegetation along its length as habitat protection. Walkway development is in place for most of the upstream portion, but the pedestrian walkway is discontinued just east of Kuldo Boulevard.

Completion of a walkway system along its entire length would be beneficial in connecting the flood dyke road, a popular walking and exercise path, into a strategic and popular walkway loop that would ultimately provide safe, off street, bicycle access to Riverlodge from the down town area.

While care must be taken in design, the extension of the canal walking system and pleasing natural landscape upgrades (e.g. boulders and gravel aprons) would greatly enhance walkway system linkages and safe passage for bicycling.

### **It is recommended that:**

**THE DISTRICT, IN CONSULTATION WITH BC ENVIRONMENTAL PROTECTION, PREPARE PLANS AND RESOURCE / BUDGET FUNDS FOR AN OVERALL LANDSCAPE UPGRADE AND EXTENDED WALKWAY PLAN FOR THE CANAL SYSTEM.**

## **10.9 TRAIL MAINTENANCE AND DEVELOPMENT**

The District abounds with urban semi-remote and remote trail systems that cater to a wide variety of skill and recreation desire levels. From passive walking in the Community, to nature walks and, finally, to hikers or all terrain vehicle enthusiasts seeking more remote one day hikes or adventures, the spectrum is broad.

From a tourism perspective, these resources are well publicized and, while most are of a stature that has local and regional significance as a destination resources, the natural features in the Kalum Forest district and the developing Douglas Channel Trail have national, and even, international appeal for a wilderness adventure market.

The current role of the District, relative to trail use and development, is one of facilitation wherein community groups are sought to become trail stewards. The District Recreation Department, Chamber of Commerce, Tourism and Economic Development groups do their utmost in advertising and promoting district trails and this must be continued.

With respect to responsibility / liability for trail use, the Department publishes safe use protocol and steward groups are bound to carry liability insurance on resources that they are responsible for. Risk typically lies with the user as it would in use of public roadways. However the District, in whole and in part, has a responsibility to ensure that hazards are removed or mitigated to ensure for safe use and, in this regard, must maintain inspection protocol at regular intervals.

As for development, minimization of risk may call for hazard signage, barriers, removal of dangerous deadfall and even closure.

**It is recommended that:**

**ANNUAL RECOMMENDATIONS FOR RISK MANAGEMENT INITIATIVES BE BROUGHT FORTH TO COUNCIL AND APPROPRIATE WORK ORDERS / ACTION ITEMS BE ADDRESSED.**

**Trail System Development** needs vary and are addressed in the body of the report. Key initiatives include:

- ◆ Extension of the drainage canal walkway to flood dyke
- ◆ Marked bicycle corridors on roadways
- ◆ Safe pedestrian bridge crossing and connections between City Centre and Service Centre
- ◆ Trail access between townsite and lot 95.
- ◆ Trail / safe bicycle access from Kitimat Village to town centre and from Alcan Primary Metal Group plant to town centre
- ◆ Improved walkway connections along Haisla Boulevard from Kingfisher to Nalabila
- ◆ Developed walking / bicycle lane on Kuldo Avenue up to Duncan Street
- ◆ Walkway connection from north end of flood dyke to Haisla Boulevard.
- ◆ Formalized / upgraded walking trail connections in Radley Park east (flood sensitive design is warranted).
- ◆ From an Tourism and Economic Development perspective, the completion of the Douglas Channel Trail and its associated infrastructure is an important initiative for the region.

## **10.10 GENERAL ISSUES AND COMMENTARIES**

### **a) Dykes and public access thereof**

The Kitimat River Flood Dyke and the dyke road have evolved as a well used walking area (particularly walking with dogs). Steps should be taken to incorporate this area as a designated component of the walkway system. Links should be developed with Haisla Boulevard in the north and the drainage canal in the south. Conflict with traffic does not appear to pose problems during most of the year, however, there may be some conflicts requiring design mitigation in summer months when the public and tourists frequent the river access road connection and Riverlodge sports fields. The Dyke, its access and promoted use should emanate from the Riverlodge Facility and its related parking area. Design for a parking / staging area at Riverlodge and access to and across the Dyke into proposed walking trail development in Radley Park east should occur.

### **b) Downtown Beautification Plan**

The Downtown Landscape Master Plan (January 2000) should be re-visited in its entirety and acted upon. The downtown is the heart of the Community, the destination for tourists and the retail center for all residents. The original design of the 50s provided a template for open space and a "GARDEN COMMUNITY" concept that has never been fully realized due to lack of landscaping, courtyard improvements and garden like settings.

It is recognized that the need for efficient snow removal practice delimits full scale landscaping on boulevards and the introduction of tree islands. However, discussions with Public Works staff reveal that, with the snow removal equipment of the District, there are opportunities to sustain sufficient operations and still introduce well placed trees and shrub beds. Also, and in this regard, the introduction of removable plant / tree pots for parking areas and strategic locations is fully achievable and can be removed during the heavy snow season.

Building fascia improvements in the downtown area well warranted and would compliment and support the need for landscape improvements. While this cannot be fully enforced to building owners, it is incumbent upon the overall Community (and perhaps driven by the Chamber of Commerce) to appeal to building owners and to respond to needed improvements on a theme basis.

Consideration might be placed on tax incentives, beautification grants from the Municipality or like mechanisms.

A "Theme building fascia plan" prepared by a task force of the Community and which incorporates canopies, color, art, wall murals and architectural heritage symbols should be commissioned and enacted upon as soon as possible.

### **c) Waterfront Access**

Kitimat can be considered to be a "Community in a Park", surrounded by vast natural resources and an abundance of water, both river and ocean based. The affinity of humans to access the water edge for both enjoyment and recreational activity is as pronounced in Kitimat as it is elsewhere.

A focus of parks & recreation planning for the future must be to optimize, improve and formalize access to shoreline recreation locations. Improved access from Riverlodge through Radley Park east and down to the water's edge is one example as is the protection of lands between the townsite and lot 95 on Minette Bay (Strawberry Meadows sub-division and Daudette Creek).

Lineal trail development and improvements to existing trails that parallel the Kitimat River, Hirsch Creek and the drainage canal through Kildala neighborhood are worthwhile initiatives over the next twenty year period.

### **d) Paved Roadsides to Accommodate Cyclists**

Roadway design standards for all future arterials should consider the placement of a minimum 2.5 metre walking / bicycling path.

Existing arterial roadways that do not provide for safe bicycle lanes and are not currently supported with parallel walking trails should be designed with bicycle lane markings and appropriate signage. Priority development in these areas should be scheduled and designed to link major origins and destinations (city parks, schools, downtown, major employment locations and Kitimaat Village) in the Community (see Trail Maintenance and Development above).

**e) Management of Urban Forest**

The ability to provide sufficient snow clearing, snow storage and surface drainage are the major deterrents to residential and boulevard planting programs.

Most built neighborhood areas / crescents are in most cases not designed to accept major site specific or linear planting programs that call for large tree species.

However, there is merit to introducing a community wide planting program that contains information to residents about placement, selection and maintenance of approved species. Part of this protocol must carry over into tree bylaws that identify the rights of the District to remove and/or replace as in the case of root systems damaging infrastructure, danger from disease, traffic or pedestrian site lines, snow removal and snow storage.

## 11.0 PARKS AND OPEN SPACE RESOURCE ANALYSIS AND STRATEGY

Parks supply standards, park amenities and geographic placement are assessed at a high standard of delivery. Maintenance requirements and improvements to drainage are prevalent and protocol is in place to react to needed improvements, albeit action does not occur as quickly as some public residents would like.

The Parks & Open Space classification system as contained in the Official Community Plan is appropriate for future planning with respect to definitions for:

- ◆ Neighborhood park
- ◆ Community park
- ◆ Open space “environmental: reserves
- ◆ Playlots
- ◆ Public facility
- ◆ Commercial recreation

However, there are adjustments recommended that would assist in providing greater definition and appropriate levels of development on a broad scale.

1. Public walkways are considered as a transportation installation and therefore are not defined in the Parks & Open Space Hierarchy. This is of some importance in that the overall upgrade and beautification of some community walkways and trails are integral to Parks & Open Space and require considerable Parks & Recreation input into their design. Maintenance of same and development can rest within an engineering mandate.

**It is recommended that:**

**A NEW DEFINITION FOR LINEAL PARK AND WALKWAYS BE INCORPORATED INTO THE OCP AND THAT DEFINITIONS AND STANDARDS FOR SAME BE DEVELOPED COOPERATIVELY WITH THE COMMUNITY PLANNER, RECREATION DEPARTMENT AND ENGINEERING DEPARTMENT. TYPICAL CONCRETE WALKWAYS ADJACENT TO ROADS NEED NOT FIT INTO THIS DEFINITION, BUT THE CANAL WALKWAY, MAJOR COLLECTOR ROUTES (EXISTING AND PROPOSED) AND PROPOSED URBAN TRAIL LINKAGES BE INCLUDED AS SHOULD MORE NATURAL AND SEMI URBAN TRAILS ALONG WATERWAYS AND ACCESSING DISTRICT PARKS IN THE BROADER REGION.**

2. Boulevards also form part of the Community's Parks & Open Space system and these too should be defined, standards set and be incorporated into the OCP with reference to the design process as recommended above.
3. Public courtyards are not defined in the OCP and they need to be. These elements are integral to urban open space design and must fit into the context of cooperative community planning.

## 11.1 OPEN SPACE STANDARDS

An above standard open space system was created with the “Garden City Design of the 50s”. while this has created a remarkable land base for open space, it has also created a high maintenance cost for the District. The OCP states that the same level of provision shall occur in future neighborhood planning. This is laudable, but builds an over supply at the neighborhood based service level at the expense of larger consolidated parcels necessary for the development of Community or “Community wide” park installations and major facilities.

**It is recommended that:**

- 1. NEIGHBORHOOD PARK AND OPEN SPACE (INCLUDING SCHOOLS) BE TARGETTED AT 10% OF LAND BASE IN SUB-DIVISIONS WITH 70% SINGLE FAMILY DWELLINGS; 12% IN SUB-DIVISIONS WHERE MULTIPLE FAMILY HOUSING EXCEEDS 30% OF THE LAND BASE; AND, 10% FOR SMALL ACREAGE SUB-DIVISIONS WITH NO LESS THAN 7% OF THIS ALLOCATION DESIGNED FOR LINEAL PARK SYSTEM.**
- 2. COMMUNITY “WIDE” PARK SPACE THAT SERVES THE ENTIRE COMMUNITY BE PREDETERMINED AND CONSOLIDATED IN PARCELS THAT ARE NO LESS THAN 10 HECTARES.**

**NOTE: THE ABOVE NOTED RECOMMENDATIONS MAY REQUIRE PARTIAL USE OF ENVIRONMENTAL LANDS FOR CORRIDOR DEVELOPMENT.**

Supply Standards for Kitimat are recommended as follows. Facility supply is also included::

|                       | Recommended Kitimat<br>Future Standard<br>No / pop | NRPA Standard | Current<br>Standard<br>Achieved |
|-----------------------|--|---------------|---------------------------------|
| Softball / Baseball   | 1/1500   | 1/5000        | 1/1000                          |
| Soccer                | 1/2000   | 1/10,000      | 1/1200                          |
| Football              | 1/15,000   | 1/15,000      | 1/11,000                        |
| Tennis                | 1/2500   | 1/2000        | 1/1000                          |
| Basketball Court      | 1/5000   | 1/5000        | 1/3000                          |
| Community Gymnasium   | 1/10,000   | 1/10,000      | 1/5000                          |
| Golf Course (18 hole) | 1/50,000   | 1/50,000      | 1/11,000                        |
| Swimming Pool         | 1/20,000   | 1/20,000      | 1/11,000                        |
| Community Centre      | 1/10,000   | 1/25,000      | 1/11,000                        |
| Indoor Arena          | 1/7000   | 1/100,000     | 1/5500                          |
| Volleyball courts     | 1/5000   | 1/5000        | 1/5000                          |
| Archery / Shooting    | 1/50,000   | 1/50,000      | 1/11,000                        |
| Skateboard parks      | 1/30,000   | N/a           | N/a                             |

Note: These supply standards are referenced for future long term planning and do not suggest that reductions occur relative to built in place infrastructure.

## 11.2 SPORTS FIELDS

### ISSUE:

Local organizations that provide programs for baseball, softball, slow pitch and soccer have demands for improved fields and public service amenities. This includes:

1. Field drainage improvement; and,
2. Field change and public washroom facilities.

### DISCUSSION:

Current and predicted participation and sub-standard surface drainage warrants continued upgrade to many sports fields.

Development funding should be co-shared amongst groups; particularly the joint field house that would also require ongoing cooperation amongst users, custodial services and shared operating costs. A pre-requisite for development should be the formation and submittal of a joint business plan from primary user groups and a working committee to develop a site plan and funding strategy for specific sites. The District should also develop a drainage improvement program that identifies problem areas, allocates the necessary funding for upgrades and schedules upgrade priorities. This drainage improvement plan should be shared with user groups to enable each group to assist in funding on a priority basis.

## 11.3 OPEN SPACE SYSTEM REQUIREMENTS

### ISSUE:

Need for future citywide park space.

### DISCUSSION:

The District may once again increase in population over the twenty year period and an additional large tract of land (minimum 60 acres) must be set on reserve to meet added demands for athletics, major city-wide exhibitions/events, passive outdoor activities and specialized recreational uses. This parcel of land is ideally suited to occur within the proposed IMATRA neighborhood, or in conjunction with the area structure planning to the south (Minette Bay).

### RECOMMENDATION:

**THAT THE DISTRICT, THROUGH A BROAD SCALE AREA STRUCTURE PLAN PROCESS, DETERMINE SUITABLE LANDS IN FUTURE AREA STRUCTURE PLANS TO CONSOLIDATE AT LEAST 60 ACRES FOR FUTURE CITY-WIDE PARK DEVELOPMENT, AND;**

**THAT A FUTURE CITY-WIDE PARK RESERVE FUND BE PUT IN PLACE (AS**

**A COMPONENT OF THE ONGOING PARK RESERVE FUND) TO FUND NECESSARY LAND ACQUISITIONS THAT GO BEYOND NEIGHBORHOOD LEVEL DEVELOPMENT CONTRIBUTIONS.**

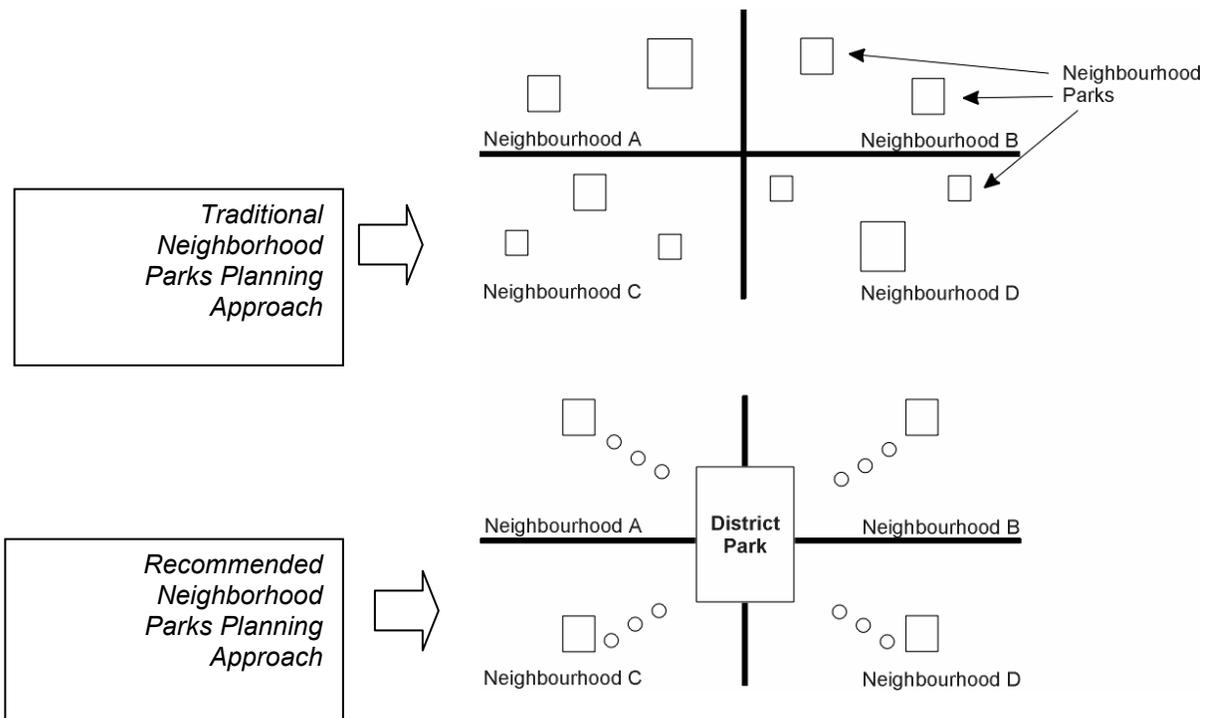
**ISSUE:**

If population expands by 5,000 residents over the next twenty years, the demands for development on neighborhood level park space near residences will continue. Smaller sized neighborhood parks have proven to be more costly to maintain than larger parcels due to the need to continually relocate equipment.

**DISCUSSION:**

If population increase occurs, local resident demand will grow beyond play structures, sand lots and hard surface court areas. There will be an emerging need for more comprehensive developments which include outdoor hard surfaces, sledding hills, passive areas, multi-use field space and elaborate play structures. Local neighborhood school ground development has assisted in providing many of these needs in the past however, the number of neighborhood school developments for the future will be negligible if non-existent thus compounding the problem.

While neighborhood level parks, which provide play areas to suit younger children, passive activities and hard court areas, will remain important, there will be a need to reduce the number of smaller, parkettes of less than 5 acres in size and replace them with larger district level parks which serve broader neighborhood needs. Safe access to these areas through multi-way path systems will be a pre-requisite to a well-planned system.



**RECOMMENDATION:**

**THAT THE AREA STRUCTURE PLANNING PROCESS FOR ALL NEW NEIGHBORHOOD AREAS ADHERE TO THE PRINCIPAL OF CONSOLIDATING LARGER DISTRICT PARKS TO SERVE MULTIPLE NEIGHBORHOOD AREAS AND THAT NEIGHBORHOOD LEVEL PARK RESERVES BE DESIGNED AT NO LESS THAN 5 ACRES IN SIZE, AND;**

**THAT DISTRICT LEVEL PARK FACILITIES BE DESIGNED TO CONNECT WITH NEIGHBORHOOD LEVEL PARKS AND CITY LEVEL PARK SPACE THROUGH LINEAL, SAFELY DESIGNED MULTI-USE PATHWAYS.**

**ISSUE:**

Continued expansion of the multi-use pathway system is demanded.

**DISCUSSION:**

The Urban Pathway System (minor and major walkways) represents a well-received and well-used component of the parks system. The general public desire expanded connections to tie some areas and neighborhoods to the larger system. Lineal pathways that promote social interaction, fitness, and general enjoyment of the outdoors will continue to be critical resources for all residents regardless of age or mobility.

Funding for lineal park corridors and pathway development should be a shared responsibility between the Parks & Recreation Department, Engineering, and local developers. There may also exist opportunities for strategic funding through trail sponsors (advertised signs) like the business community, Fitness Canada and even local residents. An ideal approach to future development would be the formation of an urban trail group or association that could focus upon trail development needs and funding in consultation with the Parks & Recreation Department.

**RECOMMENDATION:**

**THAT THE DISTRICT CONTINUE EXPANSION OF THE URBAN MULTI-USE PATHWAY SYSTEM AND DEVELOP A STRATEGY TO FIRST CREATE A COMMUNITY TRAIL STAKEHOLDER GROUP AND SECOND TO DEVELOP A PHASED STRATEGY TO FUND AND DEVELOP FUTURE TRAIL LINKS OVER THE NEXT TEN AND TWENTY YEAR PERIOD. OFF-SITE DEVELOPER CONTRIBUTIONS IN ALL NEW SUB-DIVISIONS SHOULD BE ALLOCATED TO TRAIL DEVELOPMENT ALONG WITH A BUDGETED PORTION FROM THE DISTRICT.**

**11.4 PARTNERSHIPS**

**ISSUE:**

All demands over the next twenty year period cannot be met through local general taxation revenue alone; therefore there will be a need to support increased development through outside sources.

**DISCUSSION:**

As we plan for the future of the community, there is the realization that:

1. The District is responsible for the acquisition and placement of sufficiently sized park reserves to accommodate the outdoor parks and open space demands of a growing community (should this occur).
2. The District is also responsible to ensure for the development and maintenance of the park features that are developed within neighborhoods, districts and Community wide parks and which serve the needs of the broader public. They do this in accordance with available human and financial resources.
3. Special needs or the expanded quality sought by organized user groups, partner agencies, school boards and associations often go beyond the resource capability of District resources and will require a joint effort in planning, funding and in some cases, operations.

In this regard improved quality and unique special use developments will only occur through partnerships.

**RECOMMENDATION:**

**THAT, IF POPULATION GROWTH BECOMES PREDICTABLE, THE DISTRICT DEVELOP A PROTOCOL, AND GUIDELINES TO ASSIST AND FACILITATE IN THE ORDERLY FORMATION OF DISTRICT LEVEL COMMUNITY ASSOCIATIONS, LEISURE/RECREATION RELATED INTEREST GROUPS AND SPECIAL INTEREST GROUPS WHOSE MEMBERSHIP PROVIDES UNRESTRICTED ACCESS TO KITIMAT RESIDENTS;**

**THAT REQUESTS FROM PUBLIC NOT-FOR-PROFIT GROUPS FOR “VALUE ADDED” DEVELOPMENT (BEYOND DISTRICT RESPONSIBILITY IN SERVICING THE BROADER PUBLIC) BE CONSIDERED UNDER THE FOLLOWING CONDITIONS:**

- 1. THAT THE APPLICANT HAS LOCAL MEMBERSHIP COMPRISED OF A MAJORITY OF KITIMAT RESIDENTS;**
- 2. THAT ACCESS TO THE DEVELOPMENT, THE PROGRAM, OR SERVICES, ARE OPEN TO ALL CITIZENS;**
- 3. THAT THE REQUESTED DEVELOPMENT IS CONSISTENT WITH THE OPEN SPACE STRATEGY;**
- 4. THAT THE APPLICANT CAN PRODUCE A BUSINESS PLAN AND FEASIBILITY ASSESSMENT OUTLINING:**
  - ♦ THE CAPABILITY OF THE GROUP TO FINANCE THEIR SHARE OF DEVELOPMENT COSTS AND ONGOING MAINTENANCE COSTS (E.G. IN THE CASE OF FIELD LIGHTING OR IRRIGATION WHERE COSTS MUST BE RECOVERED).**
  - ♦ SUPPORTING DOCUMENTATION WHICH SUBSTANTIATES THE NEED FOR DEVELOPMENT; AND**
  - ♦ AN OPERATIONAL PLAN SHOWING WHO WILL MANAGE THE DEVELOPMENT.**

Development proposals from partnering groups (e.g. soccer developing, a field house) should be encouraged as should groups who have developed the sponsorship of service clubs or private sector sponsors.

It is not uncommon for urban municipalities (of similar size to Kitimat) to develop at least one well-developed major sports venue for each established sport program. Such venues are usually developed in partnership with the sports group and sponsoring groups located within the community. If properly planned they tend to reflect community values surrounding competitive sport, they foster the development of quality athletes, they attract spectators and in general, they result in broader community economic impacts resulting from traveling teams.

Kitimat is now of sufficient size and has well established sports groups in ball and soccer. In this regard, future sports field development should include at least one major regulation baseball diamond and one major regulation soccer pitch built to high quality standards.

## **11.5 PUBLIC CONSULTATION**

### **ISSUE:**

Public citizens and user groups want to be involved in the planning process.

**DISCUSSION:**

Over the twenty year period, with or without population increase, the development of the parks system will accelerate and the demands of residents and local groups will become more vocal! Since a major cornerstone of this plan is the FORMATION OF PARTNERSHIPS, the need for public and stakeholder consultations will be paramount. The success of the "Adventure Playground Upgrading Program" and the consultation with local area residents serves as an excellent example of partnerships and consultation in planning.

**RECOMMENDATION:**

**THAT THE DISTRICT ADOPT A POLICY THAT ENSURES PUBLIC INVOLVEMENT, AND REVIEW ON ALL DEVELOPMENTS PLANNED TO OCCUR ON PUBLICLY OWNED OPEN SPACE. THIS MAY INVOLVE LOCAL MEETINGS, PUBLIC FORUMS, NEIGHBORHOOD INFORMATION PAMPHLETS, NEWS RELEASES AND/OR PLANNED WORKSHOPS.**

**11.6 OUTDOOR HARD SURFACE PLAY AREAS**

**ISSUE:**

Meeting demands for outdoor hard surface play areas.

**DISCUSSION:**

At the present time, recreational hockey is limited to those who wish to enter programs or register in associations. Free time, unorganized recreational hockey and ball hockey is popular amongst youth and as an outlet for families with young children who do not wish, or cannot afford, to engage in organized minor sports.

Currently, tennis courts at Nechako, the school and Riverlodge have accommodated this form of participation and both the Nechako and the school courts are in disrepair, not often used for tennis and would be better programmed for free time "court hockey" or basketball.

**RECOMMENDATION:**

**THAT THE DISTRICT SHOULD PLAN FOR THE DEVELOPMENT OF ADDITIONAL HARD SURFACE AREAS OVER THE NEXT TEN YEAR PERIOD WITH PRIORITY PLACED UPON THE RETRO-FITTING OF THE NECHAKO TENNIS COURT FOR HARD COURT USERS OTHER THAN TENNIS.**

**THE DISTRICT SHOULD ALSO MEET WITH THE NECHAKO COMMUNITY TO PREPARE A PLANNED STRATEGY TO MEET THIS DEMAND.**

**11.7 SKATE PARK**

**ISSUE:**

Meeting demand for a skate park.

**DISCUSSION:**

The development of a skate park (skateboards, roll blades and BMX bicycles) is in high demand among youth in Kitimat. Other similar communities throughout British Columbia have met, or are planning to meet, these demands with strategies that involve local youth groups, the municipality and the business community.

**RECOMMENDATION:**

**THE DISTRICT SHOULD WORK WITH STAKEHOLDER GROUPS IN PREPARING A PLANNED STRATEGY TO DESIGN, LOCATE AND FUND A SKATE PARK FACILITY. PREFERRED SITE SHOULD BE AT RIVERLODGE FOR A PERMANENT FACILITY WITH CONSIDERATION TO PLACEMENT OF MOVEABLE APPARATUS AT THE NECHAKO HARD SURFACE COURTS.**

**11.8 OFF LEASH AREAS**

**ISSUE:**

Meeting demands for off-leash dog areas.

**DISCUSSION:**

Many residents who responded to surveys expressed a desire to allocate lands for the purpose of off-leash dog areas. If provided, this may reduce the wide spread concern over dog-droppings in park areas, however bylaws regarding dog litter should remain in place.

**RECOMMENDATION:**

**THAT THE DISTRICT EXPLORE OPPORTUNITIES TO DESIGNATE AN APPROPRIATE AREA ON UNDEVELOPED CITY OWNED LANDS (OR THROUGH LEASE ON PRIVATE LANDS) FOR AN OFF-LEASH DOG AREA AND THAT THE AREA BE SIGNED AND ADVERTISED FOR THIS PURPOSE.**

## 11.9 PLANNING FOR OPEN SPACE

British Columbia Legislation provides for the preparation and adoption, by bylaw, of various types of plans. These are generally intended to address different levels of detail, from the general to the specific, and to apply to areas of decreasing size. The Official Community Plan (OCP) addresses the entire municipality and the area structure plan addresses a part of it.

The open space planning process should be integrated with the planning process in general. General policies regarding the provision and development of open space should be provided in an open space master plan and these should be consistent with, and supported by, policies contained in the OCP. More specific questions regarding the location and configuration of sites and facilities in specific neighborhoods should be incorporated into the relevant area structure plans.

Area structure planning within Kitimat over the last fifty-year period has been focused more on the neighborhood level. Open space planning, as a result, has been more detailed without regard to broader linkages between open space lands to serve the District as opposed to neighborhoods. The municipality is encouraged, over the next ten-year period, to place greater emphasis on broad area structure plans that incorporate a number of neighborhoods. In all cases, broader district area structure plans should be in place prior to submission application and development agreements where a more detailed approach to open space land configuration, ornamental parks and specific trail alignments can be determined. Such is the case in the Minette Bay Area, where future linkages to the Lot 95 site (District Park Reserve) must be protected.

This integrated planning approach provides developers and residents with a level of predictability. It creates conditions under which pre-dedication of open space is most likely to occur. It allows the District to address the timing of site provision and development relative to neighborhood development.

Many of the issues discussed in the following sections are best addressed through this sort of integrated planning process. However, in much of the City of Kitimat, plans are already in place that may or may not reflect the kind of comprehensive consideration of open space issues suggested here. The possibility of reviewing these plans and the level of coordination between them should be considered. Such a review may reveal a need to amend or consolidate existing area structure plans.

### **RECOMMENDATION:**

**THAT PLANNING FOR SCHOOL, PARKS SITES AND OPEN SPACE BE INTEGRATED WITH THE LAND USE PLANNING PROCESS, WITH BROAD OPEN SPACE REQUIREMENTS DETERMINED IN DISTRICT LEVEL AREA STRUCTURE PLANS PRIOR TO THE SUBDIVISION APPLICATION AND DEVELOPMENT AGREEMENT STAGE.**

**THAT EXISTING AREA STRUCTURE PLANS BE REVIEWED TO DETERMINE WHETHER OR NOT THEY ADEQUATELY ADDRESS BROADER DISTRICT LEVEL OPEN SPACE ISSUES, AND AMENDED AS REQUIRED.**

## 11.10 RESERVE DEDICATION

### Environmental Reserve

British Columbia Legislation and policy sets out the purposes that support the taking of environmental reserve. When a municipality wishes to take land for these purposes, however, it may be appropriate to consider other alternatives. The taking of environmental reserve is deducted from the titled sub-division area when municipal reserve dedication is calculated. The amount of municipal reserve to which the municipality would otherwise be entitled is thereby reduced. In addition, the land taken as environmental reserve becomes the responsibility (in terms of legal liability and any required maintenance) of the municipality. The use of conservation easements, as provided for under the legislation, may be an alternative in some cases, subject to negotiation with the landowner. The donation of land is another possibility. In some cases, where a wetland, which could otherwise be taken as environmental reserve, has a storm water management function, treating all or part of the wetland area as public utility lot may be justified.

### RECOMMENDATION:

**THAT THE USE OF CONSERVATION EASEMENTS, DONATION, OR PUBLIC UTILITY LOTS BE CONSIDERED IN ALL CASES AS OPTIONS TO THE TAKING OF ENVIRONMENTAL RESERVE.**

### Municipal Reserve

British Columbia Legislation limits the land area land that can be taken to 7% of the titled area less any environmental reserve. It is common practice for municipalities to treat this maximum as a minimum as well.

In many cases, the area required for municipal reserve purposes exceeds or falls short of 7% of the owner's land. Assembling sufficient land in the appropriate location therefore requires a mechanism to transfer municipal reserve dedication from one owner's land to that of another. To facilitate this process, the legislation provides for the taking of cash in lieu of land for municipal reserve purposes. The same 7% maximum applies.

This cash can then be used to purchase additional land in cases where the appropriate location for a school or park site will occupy more than 7% of one owner's land. As a general principle, it is in the municipality's interest to take cash-in-lieu of land as late as possible in the development process to get highest value as development progresses. The Legislation allows the Subdivision Authority to do this by deferring the taking of reserves in time through the use of deferred reserve caveats. If subdivision occurs in stages, then, the Subdivision Authority may take its cash in lieu of reserve dedication when the last stage is subdivided.

On the other hand, purchases of land for municipal reserve purposes should be made as early in the process as possible to ensure minimum cost. This requires that open space and sites for schools and parks be identified early in the planning and development process.

**RECOMMENDATION:**

**THAT THE TAKING OF CASH IN LIEU OF RESERVE BE USED AS A MEANS OF ASSEMBLING RESERVE LAND IN APPROPRIATE LOCATIONS.**

**Municipal Reserve Credit for Storm Water Management Public Utility Lots**

Normally, public utility lots have nothing to do with municipal reserve dedication. Storm water management facilities, which exist to serve a drainage function, are usually seen as utilities. However, they often have amenity value (lakes or ponds visible and accessible to the general public) and may even have recreation value ("dry ponds" that can be used as play fields under normal circumstances). In some cases, areas designated as parks (that is, having a mainly recreational value) may also serve a storm water management function. Many municipalities are prepared to consider giving some municipal reserve credit for storm water management facilities assuming that the facility has an amenity and/or recreation value. Strathcona County, in Alberta, for example, gives a maximum of 50% credit for storm water management facilities if its recreational value is identified and agreed upon at the area structure plan stage. How much credit should be given depends on the access and visibility of the site to the general public, the developability of site for recreational purposes, and whether or not the amenity and/or recreation components are part of the County's normal standards or in addition to them. The amount of municipal reserve credit given varies, depending on the design of the site/facility.

**RECOMMENDATION:**

**THAT POLICIES BE DEVELOPED THAT WILL ALLOW FOR CONSIDERATION IN TAKING MUNICIPAL RESERVE CREDIT (PART OF THE 7%) BASED ON THE DEMONSTRATED AMENITY AND/OR RECREATION VALUE OF PUBLIC UTILITY LOTS TO THE GENERAL PUBLIC.**

### **Municipal Reserve Credit for Trails and Walkways**

A similar principle, based on function, should apply here. The degree to which open space for trails is granted municipal reserve credit should depend on the degree to which the facility serves a circulation as opposed to a recreation/amenity function.

A trail or walkway serves a circulation function if it is necessary as an internal or external connection within or between neighborhoods, and is not only a continuation or link in an overall trail system. It should be treated as part of the circulation dedication. Since most walkways (circulation) are approximately 6 m wide, any requirement for walkway or trail width beyond 6 m should be regarded as having an amenity or recreation function and should receive municipal reserve credit.

#### **RECOMMENDATION:**

**THAT RESERVE CREDIT NOT BE GIVEN TO DEVELOPERS FOR THE FIRST 6 M, IN WIDTH, OF ANY TRAIL OR WALKWAY THAT HAS A CIRCULATION FUNCTION.**

### **Municipal Reserve Credit for Buffers**

British Columbia Legislation allows for the use of municipal reserve for buffers (i.e. to separate areas of land that are used for different purposes). However, in order to retain as much municipal reserve as possible for school, park, and open space purposes, the District should consider alternatives.

Where incompatible land uses are planned to be located adjacent to one another, the provision of any required buffer or separation on site could be a requirement of the area structure plan and/or the land use bylaw. If the situation involves the introduction of new use into an established planned or developed area, the provision of the on site buffer should be the responsibility of the new use. If the incompatibility is a necessary part of a new plan, buffering should be the responsibility of the offending use.

Where roads are involved, buffering should be provided as part of the right-of-way and not as part of the municipal reserve dedication.

#### **RECOMMENDATION:**

**THAT BUFFERS TO SEPARATE INCOMPATIBLE LAND USES BE PROVIDED ON SITE (I.E. ON THE INDIVIDUAL LOTS) WHEREVER POSSIBLE.**

**THAT BUFFERS TO SEPARATE ROADS FROM ADJACENT DEVELOPMENT NOT RECEIVE RESERVE CREDIT.**

## **12.0 SUMMARY STATEMENTS**

### **12.1 INDOOR FACILITY DIRECTION**

The need for additional development of recreational facilities and spaces is not evident. Clearly the analysis and discussions provided in the report sections point to modernization and retro-fit of spaces in Riverlodge and at the Swimming Pool.

For the long term, demographic changes may result in reduced participation in ice activities and the need for two arenas may not be apparent in 10 to 15 years time. Decisions regarding the use and dispositions of KIR come into play as this facility can readily be transferred into a large field house for a variety of activities.

The expressed demand by some seniors for a dedicated facility is not at this time a priority for public spending. This need will be far more prevalent within year five to twenty of this Master Plan and approaches and alternatives for supply cannot be ignored. In the meantime, suitable provision can be accomplished in retro-fits at Tamitik, at Riverlodge or at both locations.

### **12.2 DELIVERY OF LEISURE SERVICES**

The Recreation Department should endeavor to sustain the high quality of services delivered in the past.

#### **Future Considerations:**

- ◆ Emphasis on community development through partnerships, increased communication and facilitation to and between community groups
- ◆ Change name to LEISURE SERVICES to better reflect the broad mandate of the Department
- ◆ Reinforce grant criteria to encourage the development of partnerships and reduce the dependency on funding assistance.

### **12.3 OUTDOOR FACILITIES**

- ◆ Focus on improved and expanded walkway / trail development
- ◆ Adopt Central Park focus and plan for Riverlodge and adjacent riverlands
- ◆ Skateboard facilities
- ◆ Multi-use hard surface court areas
- ◆ Overall City beautification

## Temporal Strategy

|                    | Short Term   | Mid Term                    | Long Term   |
|--------------------|--|-----------------------------|---|
|                    | 2002 _____ 2007  | 2008 _____ 2013             | 2014 _____ 2020   |
| Program Delivery   | Progressive Changes as per public need throughout the plan period<br>Emphasis on: <ul style="list-style-type: none"> <li>◆ Facilitation</li> <li>◆ Partnerships</li> <li>◆ Volunteer Development</li> <li>◆ Quality</li> </ul> |                             |   |
| Parks & Open Space | ◆ Secure lands for future public access to Lot 95  | ◆ Plan & develop Lot 95     | Expansion of Campgrounds & Tourist Resource<br>Ongoing development Lot 95 |
|                    | ◆ Landscaping Beautification Plant Improvements  |                             | }<br>See standards<br>Per population                                      |
|                    | ◆ Develop walkway upgrade plan strategy and implement  | ◆ Ongoing Development       |   |
|                    | ◆ Improvements and extension of drainage canal and other linkages  | ◆ Ongoing Development       |   |
|                    | ◆ Plan and implement bicycle corridor upgrade  | ◆ Ongoing Development       |   |
|                    | ◆ Improvements to Radley Park and Hirsch Creek Park  | ◆ Privatize / partner       |   |
|                    | ◆ Plan / develop / improve public access through Radley Park east  | ◆ Expand water access       |   |
|                    | ◆ Build Skateboard Park  |                             |   |
|                    | ◆ Upgrade Swimming Pool & Tamitik  | ◆ Seniors Facility Strategy |   |
|                    | ◆ Retro-fits to Riverlodge   | ◆ Disposition of KIR        |   |
| Facility Based     |  |                             |   |

**INSERT**

**MAP 1**

**INSERT**

**MAP 2**

**APPENDIX A**  
**PROGRAM INVENTORY**

**APPENDIX B**

**USER GROUP SURVEY RESULTS**

## **APPENDIX C**

### **FOCUS GROUP WORKSHOP RESULTS**

**APPENDIX D**  
**FACILITY ANALYSIS**

**APPENDIX E**

**PARKS AND OPEN SPACE INVENTORY**